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In This Issue:
Confessions of
a Grantsperson
Tax Reform
Has Neutral Impact
Stock Market
Crash

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Confessions of a Grantsperson

by Murray L. Bob

Philanthropy can take itself over-seriously and all too readily turn into sanctimony. The essay below, which is seriously intended, attempts to combat both tendencies through an injudicious use of equal parts of hyperbole and candor.

When histories of 20th century literature are composed, 100 years hence, scholars will doubtless conclude that one of the dominant literary genres of our time—certainly in terms of quantity—was **The Grant Application**. Abler critics than I have said that formula fiction predominates these days. If so, what better example is there than the grant application? We are too overwhelmed by the need to fill, file and (fitfully) forget these fatuous forms to fully appreciate their byzantine bureaucratic beauty. The “apply or die” syndrome still has us too much in its clutches to allow for the appreciation of the genre as *world literature*.

In the grant-getting game, experience is everything. To have learned is to have been burned. As one who has applied for some 500 grants in the last quarter-century, I have been, as they say in Cajun Cookery circles, blackened. Here then is the fruit (fish?) of my experience presented in the hope that novices will learn something of value, while

veteran grant-grabbers will grunt assent occasionally as they recognize familiar dilemmas and facile solutions.

What the grantee must first establish is need. Although this is self-evident, a paradox is involved. On the one hand, it is necessary to show how well-established, and utterly “solid” the supplicant is—for no foundation wants to “throw money away”—while, on the other hand, it is equally important to be seen to be in dire straits. Even those most accustomed to the sending and receiving of mixed messages might well blanch at the prospect of writing the necessary letter of application. It is a daunting task. For to be “solid,” wealth is required, while real need presupposes poverty. Yet neither wealth nor poverty can be claimed, although both, perversely, must be inferred. Here, the artistry of the grantsperson comes into play: he or she must demonstrate how science suffers, art languishes, and miseries multiply all because the funding feshet floweth not.

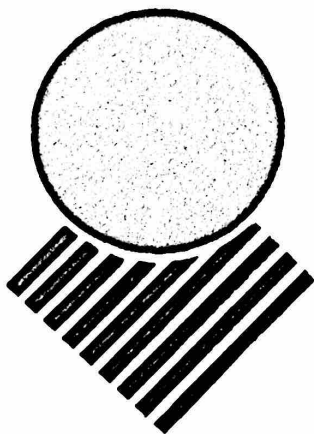
We will assume that the grantee succeeds, at least to his or her own satisfaction, in establishing need. What follows are 13 hypothetical questions that might be asked by the foundation of the applicant or by the applicant themselves during the long course of the grant application process.

Question 1: What will happen if you don't get the grant?

If the foundation puts this directly to the grantseeker, the latter is immediately impaled on the horns of a dilemma: One can hardly claim that the institution one serves will disappear as this might undermine the notion that it is “solid.” Yet, one can't simply respond: “Ho hum, we'll just continue as usual.” That casts doubt on the acuteness of need. Instead the grantseeker must imply a bit of both: *somehow* we'll (barely!) make it (we're so brave!) but the *public* (bless 'em, they are a handy crutch!) will suffer and standards will decline. This clever response subtly shifts responsibility for the many vague but ominous consequences of a turndown onto the foundation by

Editor's Note: In publishing the following article, The Grassroots Fundraising Journal makes an exception to our policy not to publish information on how to apply for grants. However, once in a while. We feel a need to put out some information on this method of raising money, and this article is one of the better ones we've seen. Author Murray Bob is the director of the Chautauqua-Cattaraugus Library System in Jamestown, New York. He has been writing for grants for the past 25 years, and reports a success rate of about 80%. In addition to his library work, he is an essayist. His writing has appeared in the New York Times, Washington Post, Working Woman, Publishers Weekly, and the Library Journal among others.

Some donors
seem to view life
as one long
contest. They
don't want to
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easy" for you.



implying that *it* "doesn't care," or that "society" (which it unaccountably but presumably incarnates) "isn't concerned."

Question 2:

What if we only gave you half the sum you are asking for?

This question, too, is clearly a two-edged sword. The truthful response might be, "Well, half a loaf is better than none," but that suggests that all that was *ever* needed was half because the supplicant had—horror of horrors—*padded* the request. Perhaps you did—just a little—feeling sure that your request was likely to be reduced by a certain percentage no matter what amount was sought.

To simply accept, with gratitude, *whatever* piddling sum is offered may invite similar slicing in the future on the grounds that, "You got by with less last year..." If you respond with, "We'll try to get the balance from other sources," the grantor may think, "Why didn't they do that in the first place?"

A better answer to the question might be: "Well, in that case we'll only be able to *do* half as much as we intended this year. We're very grateful, because this will at least enable us to get started on the project. We hope you will be in a position to help us continue it on a *full-service* basis next year." Thus, a deficiency is transformed into a springboard for a possible grant renewal.

Question 3:

What happens if the foundation converts your simple request for funds into a matching situation?

Some donors seem to view life as one long contest. They don't want to make it "too easy" for you. "Let 'em work for it," is their response. You request a hundred thou—they come back with an offer of 50—but only if you are willing to raise the balance elsewhere.

It is, of course, very difficult, if not impossible, to turn down a matching offer—but I have known organizations to become so addled in consequence of accepting such strings-attached gifts that their services suffer drastically as a result of their very success in cadjing matching monies; that is, they have to put so much time and energy (usually of their best people) into raising the matching amount that almost nothing is left with which to do the job they are supposed to be doing. Foundations which pull the surprise matching rabbit out of their hat might do better to simply refuse the request or give the amount they feel it merits instead of arbitrarily attaching uncalled-for-strings that may strangle the donee.

If you cannot refuse the matching offer, see if matching in-kind or matching with resources you already have on hand will do. Can you, for example, put a dollar value on the services of volunteers and count that as "matching"?

Question 4:

What do you say when the foundation tells you that you ought to charge clients for the services? Or, if you already charge, tells you that you ought to raise your prices?

Occasionally, this makes sense. But if it is important to society to have as many needy people as possible use your services, it may be quite unhelpful to throw up monetary obstacles to participation. Collecting fees can be rather expensive—sometimes entailing hiring new people, installing new procedures, and, perhaps even introducing an alien (commercial) culture. In time, the organization's purpose can be suborned by an insidious conversion to the cash/quantity mentality. Once you start down the "slippery slope" of charging, you may find it "necessary" to raise prices every year.

If charge are instituted and continually augmented, subtle institutional changes often occur: Those services come to be emphasized that "pay for themselves" rather than, perhaps, those that are of most use to the most needful clientele. All of this deepens an already disturbing tendency for philanthropically and publicly supported services to assist the middle class more than they do the poor.

So, what *do* you tell the potential donor who offers free and unsolicited advice? When all else fails, tell the truth: Say that charges and/or higher prices may deny service to those who need it most.

Question 5:

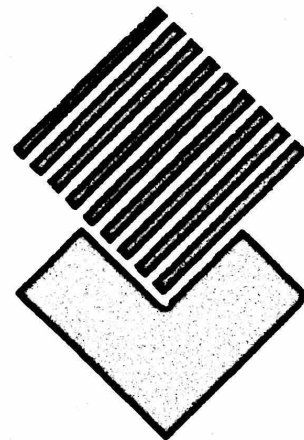
What do you answer when asked: "How do we know you won't come back to us for more money next year?"

In truth, the applicant often *cannot know* whether they will be forced to return. They may dearly wish to come back for what they hope is a "simple" grant renewal rather than waste time re-inventing the wheel; i.e., seeking out and educating entirely new potential donors about their institution.

The rosy rhetoric of "seed money" is all very well but often the implied analogy doesn't hold up. It is not as though seeds don't have to be watered and tended *after* they have been planted. To do this, money may be needed year after year. Non-profits are, by definition, *not* in the business of making money. So what else *can* they do except ask again? Our first piece of advice is, therefore: Above all, *don't promise not to come back*. You may have to eat your words.

If the foundation is allergic to renewals per se, it may become necessary to pour old wine into new bottles—ask for the same thing, but give it a new twist, put bells and whistles on it, or request funds for something you are

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already doing, in order to divert the funds you now use to pay for this activity to the activity they will no longer support. This is less dishonest than it is absurd. But in the final analysis the absurdity is the foundation's, not yours. The first question they *should* ask is not "is it new?" but, "is it worthwhile?" By supporting your effort in the first place, they, too, incur certain responsibilities. To be sure, donors have their own difficulties: if they were forever giving money to the same charities for the same purposes, there would be nothing left to deal with new needs as these arise.

Question 6: ***How do I get the attention of a foundation?***

Language can be very important to the success of your application. Remember you must "sell" your organization and project to the donor. The Organization Opportunist (OO) pays close attention to current buzzwords—which change from year to year—and peppers and salts the application with them. Repeating the au courant phrase often enough makes many people think you are actually saying something. I remember a year in which one simply *bad* to use the word "energy" in any application for money for the arts. Either the paintings you wanted to exhibited showed "energy," or the exhibit "concept" displayed it, or the artist did, or everything did. If nothing else was accomplished by arts grants that year, the use of one word was—energized.

The following year, "innovation" was fashionable. This was followed some time later by "stability." In any event, it required much energy and more than the usual (mental) stability to keep abreast of the burgeoning

buzzword. Compiling lists of such words can be terribly useful to the over-eager OO: After the application is written, it can be matched *against* the list to see if the requisite phrases have been employed enough times. Remember: Some applications are *not* read word for word (if at all). Thus, repeat the buzzword as many times as possible so it is not missed by superficial readers, or its use forgotten by those with sieve-like memories.

When you seek a grant, you are in competition. Why is *your* request more worthy? It should be or sound unique. Perhaps no other organization serves *this* clientele, or serves it in this particular way, place or time. If, in fact, other organizations do serve similarly, you will have to seek harder to differentiate the "product." Thus, if establishment "A" serves the elderly, while establishment "B" serves the infantile you might claim that your organization "C" serves both together.

If you *can't* think of a way to sound unique, try the opposite: "No one else serves *everybody* or does *everything—that's why we're different.*" An impressive way of putting this is to solemnly intone: "Our clientele is a microcosm of the larger pluralistic society."

Question 7: ***Have you determined what the foundation's needs are?***

While novice grant-grabbers focus on what their institution's needs are, the experienced grantseeker takes into account the foundation's needs. Some are obvious, others less so. Clearly, a foundation has to give some money away in order to meet legal requirements. Beyond that, tastes differ. Some look for projects within a narrowly delimited sphere—perhaps because of stipulations contained in the original bequest. Other foundations range more freely: As long as it's legal without being laughable, they'll at least consider it. This doesn't mean that a given foundation can't be educated to a wider sense of its responsibilities, but the likelihood of your being able to do this with a single application isn't very great.

If the donor is big on "basics," while his/her institution is rapt in "relevance," then obviously the grantseeker's job is to make the basic relevant and the relevant basic. You have to give in order to get. If this sounds somewhat cynical, so be it. The guileful grantwriter seeks to satisfy all whims and fantasies, no matter how bizarre—without ever showing surprise or becoming flurried or flustered by mere eccentricity or even bare-faced lunacy.

Question 8: ***Should one apply early or late?***

If an application is sent early, there is a great risk that it will be read very closely. Applications are at floodtide only around deadline time. If you seek close scrutiny, by all means be "the early bird." But it won't necessarily get you

the worm. If you would rather your application were *not* read too carefully, or do not want to answer *too many* questions, bide your time. Obvious advantages of taking the latter course are that you probably won't have as long to wait for the decision and you gain more time to work on your application.

Question 9:
Should one personally contact the foundation for more information while preparing the application?

The question would seem to answer itself. How can you lose by learning more? In fact, sometimes you can ask too many questions; i.e. you may receive answers that foreclose options. If you learn that the foundation only makes grants in certain areas and you make a request for something peripheral to their interest, it may be best to submit it rather than ask if you should. If there is some kind of rational relation between your request and what presumably falls within their purview, that may be sufficient.

Even if you "luck out" and do get more information by pressing your inquiries, this may not help. Some foundations resent inquiries. Of course, if matters of *fact* are unclear or unincluded, you should ask. But where interpretation is required, unless you know the people you are asking quite well, you may want to forego the inquiry. "You can't know too much" is, of course, the conventional wisdom; unfortunately, the answers to so many questions we ask hinge on the answers to questions we fail to ask. I, for my part, rarely inquire too "deeply" and have yet to be convinced that this has hurt me.

Question 10:
What do you do when you don't get a response to your request from the foundation for several months?

Some foundations don't even bother to acknowledge receipt of applications and the anxious supplicant is left wondering if they even got it. You can, of course, send it registered mail. This will doubtless register your anxiety as well. It seems to take some foundations forever to make up their minds. Perhaps they meet infrequently or key trustees miss meetings so decisions are left hanging. Perhaps they lose the letter. (This happened to me. The foundation executive put the request in the inside pocket of a jacket he could no longer wear because he had gained weight!)

A rule of reason might be: grants delayed (long enough) are grants denied. If nothing has happened in four to six months, write or call, and feel free to apply elsewhere if there is a time factor involved in the project. There is, obviously, nothing ironclad about this "rule;" circumstances decide everything. Unlikely though it seems, there may even be a "good" reason for the delay: someone's death, a key executive has left and not been replaced, etc.

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If you know someone who can easily and "naturally" find out "what is going on," use that person. Just make sure they really are as buddy-buddy with the people in the know as they claim to be.

You should *not* send the same request to other foundations while you are waiting. That is neither wise nor honest and if discovered could hurt your reputation. One could, of course, call the foundation to hurry things along, but some become offended. Or, if there is a risk of precipitating a brusque, "If you really need this *now*, don't wait for us. Go elsewhere." Foundation meeting dates should be public information. In practice, they may not be.

Question 11: Who should write the application?

If your organization is a small or medium-sized one, you may not be able to afford a full-time "development officer." This need not disadvantage you. Some foundations prefer not to be solicited by professionals because they think that less of their money is used to pay for the costs of fundraising and more goes to the object of charity. You might consider making a virtue out of necessity and *boast* about your amateur status.

If you don't have a fundraiser, who should write the grants? There are some people who, believe it or not, actually love to fill out forms; they are apparently fulfilled in this way. If you are fortunate enough to have such

paragons, give them their head and get out of the way. Ultimately you should review the application before it is sent. If you don't have such a "natural" in the ranks it may not be best to delegate the task of grant-grubbing to one person *forever*. They could easily come to resent this imposition added to other duties. And with time their prose may grow stale.

Rotate the responsibility. Rotating grantspersons means that many specialists get involved directly: new scribes generate new ideas. Unlike the development officer who has to ask, senior staff often *know* what is needed and therefore what to request.

Staff ought to have some feeling for what it takes to raise money for the things they want. Shared responsibility for fundraising widens understanding and increases responsibility. When they have helped to raise money for a project it becomes their baby, and they may work harder on it.

Question 12: How long should your letter of application be?

Some funding sources have no application forms. What they want is a letter. We have made a religion of the short letter. Ostensibly, "No one will read more than one page." Although I am obviously not a devotee of "The Cult of the Single Sheet," I do recognize its force in our

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breathless society. Thus, when I write a "long" letter of application I am realistic enough to send along a single separate summary sheet for those who "don't have the time" to read.

I do both because I invariably find that the very same people who complain about long letters also complain about "insufficient information" contained in short "notes."

In my experience, too, some donors find it difficult to give piddling sums to portentous presentations. The contrast is too glaring. Indeed, there are a few donors who seem to pay by the pound. The more (white) paper you ship them, the more (green) paper they ship back. For such predictable, easy-to-please types (unfortunately their number is not legion), it pays to send everything but the kitchen sink—50 years of unreadable and unread auditor's reports, 100 years of the minutes of your board meetings, every press release ever sent, photographs of the staff, family, dog, etc.

Question 13:

What happens if you find that you have asked for too little money (it is difficult to ask for too much!)?

One thing that can happen when a grant decision is long delayed is that the price of the projected service can increase significantly. What to do under these circumstances? Go back and ask for more? Hope that you at least get the full amount requested? But what if you get less and simply can't offer the service you promised to provide? Do you tell the truth? Offer diminished service? Try to match elsewhere? Take from your own funds?

It is because of just such possibilities that some grant-seekers *always* ask for more than the current cost of the projected service. It is well to include a 10% to 15% contingency in every request—whether you label it that or simply work it into your other numbers. This is less dishonest than it is realistic. The price quoted you in preparing your estimate may hold good only for a specified time; if so, your request might state this—it may also serve as a reason for the foundation to consider your project in a more timely way. On the other hand, it is sometimes judicious not to be excessively specific about the prices of particular components of your request.

Sometimes the amount requested *can* only be a rough estimate. Many projects are notoriously difficult to estimate in advance of extremely costly and time-consuming investigations. Understaffed organizations are unlikely to undertake such research unless they receive assurance that they will get the funds requested. Thus, preliminary estimates are notoriously off the mark. For this reason, it is simply common sense to "inflate" your request. If you end up with money "left over," you can always use it to pay a part of the following year's project expenses.

Because of uneven rates of inflation and implementation time-lags, if you don't inflate your estimate somewhat,

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you may eventually be accused of cost-overruns, i.e. you didn't ask for enough. And since people have come to expect inflated estimates, you don't even get credit for honest ones. If you are truly ethical that won't bother you. What will bother you, however, is that if the general assumption is that *all* estimates are inflated, those who don't play the game that way, will be hurt when their request is routinely cut because, "They probably asked for more than they needed. Everyone does."

Since this is a minuet danced by many and expected by most, you might as well join in.

We have, finally, arrived at our destination: The Perfect Proposal. Is it understood for what it really is—art? I doubt it. As noted at the beginning of this essay, we have not as yet achieved the proper distance from this relatively new literary form to treasure it properly. This is often the fate of the Most Advanced. It is salutary to remember how Stendhal (writing a new kind of fiction) deliberately dedicated it to readers 100 years into the future. His judgment was vindicated.

The Grant Application will undoubtedly have to be *surpassed* before it can be fully appreciated. By the year 2087, anthologies of grants will have been widely published and their contents diligently deconstructed in Proseminars and Colloquia densely devoted to such desiderata as "The Semiotics and Transformational Syntax of the Application," or "Relational Grammar and the Ontological Topology of the Grant Process: A Heuristic Approach."

Until that "happy hour," we pioneer grantpersons must arduously clear the arid brush and till the rock soil of the unforgiving philanthropic landscape, copiously watering it with our blood, sweat, tears and tautology. ■

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Tax Reform Has Neutral Impact

Readers may remember that in December, 1986, the *Journal* published a summary of the changes in the tax law, and a prediction about what they would mean for progressive, grassroots organizations. The summary of that prediction was "the Tax Reform Act will have no lasting impact on charitable giving." While it is too early to tell whether or not that is true, all evidence points to the fact that it is.

Early calculations of charitable giving for 1987 indicate another record-breaking year, even in spite of the October stock market plunge. (See "Stock Market Crash" article on pg. 12)

A Gallup Survey of 502 telephone interviews of upper-income households conducted from Aug. 5-23, 1987, concludes Federal tax reform has had little impact on charitable contributions despite predictions it would cost charities billions of dollars a year.

This survey was commissioned by the American Association of Fund-Raising Counsel's Trust for Philanthropy, and the results were published in their November-December, 1987 issue of *Fund-Raising Review*.

The survey indicates that 90 percent of upper-income Americans contributed as much or more to charity in 1986 as they did in previous years—and that at least 80 percent intend to give the same amount or more this year. When past contributors were asked what they intended to do in 1987, 88% said they would give the same or more this year.

Highlights

1. What happened in 1986 compared with 1985
 - 42% contributed more to charity in 1986

- 48% contributed about the same in 1986
 - 10% contributed less in 1986
2. Reasons cited for giving more in 1986
 - 57% reported higher income/more to give
 - 12% no particular reason
 - 6% had a change in lifestyle
 - 6% increased their church donations
 - 4% received more solicitations/more need of charities
 - 4% were more aware/more involved
 - 3% special project/special donation
 - 3% gave more because of taxes
 - 2% gave more because they moved to a new location
 - 1% gave more because of payroll deduction
 3. Reasons for giving less in 1986
 - 28% had less income/less to give
 - 22% had no particular reason
 - 13% gave less because of the economy
 - 8% had a change in lifestyle
 - 2% gave less because they moved to a new location
 - 2% had increased financial obligations
 4. Did you increase your charitable contribution in the last few months of 1986 to take advantages of the old tax law?
 - 90% said No
 - 10% said Yes

The *Special Report of Giving USA*, based on the Gallup survey, indicates the average contribution for households with an annual income of \$40,000 or more was \$1,900 in 1986. However, the survey shows that half of all contributors gave less than \$900.

There was a slight increase in contributions at the end of 1986 as 10% of

high-income givers reported contributing more to take advantage of the old tax law.

Charles E. Lawson, chairperson of the AAFRC Trust for Philanthropy, said, "of the 42% who contributed more in 1986, 57% said higher income meant they had more money to give."

When asked about giving in 1987 to religious organizations, 86 percent said they intend to give as much as or more than they did in 1986. Eighty-six percent also intend to give as much or more to the environment and 83% intend to give as much or more to education.

Geography also appears to influence giving to a charitable cause. In the South, 22% of contributors intend to give more to religious organizations in 1987 but only 9% of Westerners intend to increase religious contributions.

The survey indicates 18% of the Mid-west contributors to education will give more in 1987 and 17% of Westerners will give more to environmental causes.

Seven in ten (71%) of upper-income individuals report all their contributions are cash, and one in four give property or other types of donations to charity.

The most common nonmonetary contributions in 1986 were clothing, food, furniture, and similar items. Some 19% of all households reported making such a contribution at an average value of \$428.

To receive a copy of the *Special Report of Giving USA: An Analysis of Charitable Contributions by Upper-Income Individuals for 1986 and 1987*, contact the AAFRC Trust for Philanthropy, 25 West 43rd Street, Suite 1519, New York NY 10036. The cost is \$7.50 prepaid. Information taken from *Fund-Raising Review*, Dec. 1987. ■

Stock Market Crash: Opportunities in Disguise

On Monday, October 19, 1987, the stock market took a record breaking plunge. The New York market opened at 9:30 a.m. with the Dow Jones Industrial Average at almost 2250, and closed at 4:30 p.m. slightly above 1700. Between August 25 (the "crest" for the market this year) and October 19 (the "crash"), stock owners lost almost a trillion dollars. (Written in numbers, that looks like \$1,000,000,000,000.) In the days that followed, the market jerked up and down and even people who had little idea what a stock was were caught up in watching the closing numbers in Hong Kong, London, Tokyo, and New York. By the end of the year, some of the losses had been regained, but people's confidence in the economy was badly shaken.

The effects of such a crash on charitable giving will not show up immediately. There may have been a slow down in year end giving, but the true impact is not yet here. First of all, it is unclear what the stock market will continue to do—many economists predict another serious crash, others a continuing gradual decline for 1988, and still others a serious recession of another sort. Also, a lot of people got out of the stock market at the end of the year, and gave large gifts to avoid capital gains—gifts that will probably not be repeated. Foundation giving, required to be 5% of assets yearly, will not be affected for another year at least because most foundations plan their grant giving a year or more in advance, and base their grant budgets on a three year average of asset values. Corporate giving may go down, however some corporations tend to do well in recessions, such as home

improvements, motion pictures, beer, cosmetics, drugs, and basic foodstuffs.

It is the uncertainty that is problematic. People seem to react to uncertainty by "pulling in their horns," holding back, waiting to see what will happen. People tend to give out of their disposable income, and those people with the highest disposable income were probably affected by the crash. (Stock owners annually buy 70% of the new cars and homes purchased in the United States—homes and cars are indicators of disposable income.) Newly affluent people may have suffered most severely; they tended to keep their savings in the stock market.

For grassroots groups, the rise and fall of the stock market has less impact than for mainstream organizations, or those reliant on income from an endowment. Many donors to grassroots organizations do not have stock, do not give gifts of appreciated stocks and securities, and tend to give gifts in the \$15-\$100 range. Donors giving in this range should be able to continue at that level.

For grassroots organizations working for systemic social change, the crash provides an opportunity to educate the public about the economy, and the effect of various government decisions on their lives and personal income. In providing this education and suggesting solutions, the organizations can suggest giving money. For example, Wayne Silby, Chair of the Calvert Social Investment Fund, one of the nation's largest and most successful, analyzes the crash this way, "So what caused the October plunge? Many commentators are quite confused and are blaming the trade

deficit, program trading, tax law changes, and the like....the root cause seems quite clear to us. As we said in our last Annual Report, "...our long term outlook hinges on whether a national consensus builds to reduce military spending, which is forcing us to mortgage away our future through a large budget deficit."

He points out that Pax Americana, which came into being after World War II, can no longer be financed only by Americans. He says, "While we Americans are short sightedly borrowing to put incredible resources into guarding the palace, our allies are buying it up from behind us at bargain prices. The Japanese spend about \$30 billion a year on defense. Americans spend \$300 billion. Our trade and budget deficit problems pale by comparison."

Silby goes on to remind us that most military spending is non-productive; that half our research scientists are

working for the Department of Defense. During the last six years of economic boom, the United States chose to borrow money to finance a military build-up rather than reducing the general level of debt.

Using this analysis, a peace and disarmament group could effectively make the link between the economy and the military build-up. Advocates on issues of hunger and homelessness could further their analysis that a secure society is one in which people are fed, housed and educated, not simply surrounded by missiles.

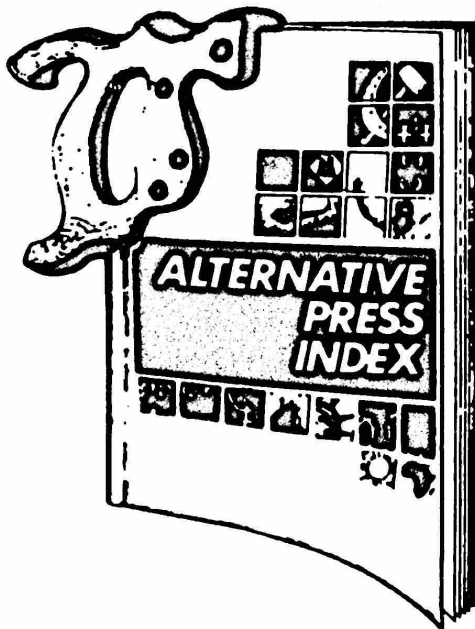
Any major event that calls everyone's attention to the economy can be an opportunity to raise consciousness and money. Recessions are not necessarily bad for fundraising. In fact, since 1929, total giving in the United States has increased every year but two (1930 and 1933). Between 1950 and 1960, there were two economic down-turns, but

giving rose from \$4 billion to \$8 billion annually during that decade.

Grassroots social change organizations have an opportunity and an obligation to challenge people on their values and priorities. We are the least hard hit by fluctuations in the stock market, and, since we live on the edge most of the time anyway, having less money or having to make do is not as frightening to us.

People will always put their money where it will do them the most good: get the highest rate of return, buy the best education for their children, get the nicest clothes for the cheapest price, impress their friends, or whatever is their definition of good at a particular time and need. Now is the time for us to say that the place where money will do the most good, and will meet the greatest need now is in organizations working on issues of social justice, and in those organizations addressing the root causes of our massive social problems. ■ KK

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Announcements

1988 Nonprofit Management Conference in New York City

"Nonprofits in a Changing Society" will be the theme of the 14th Annual Conference of the Nonprofit Management Association, scheduled to be held in New York, June 23-26, 1988, at the Roosevelt Hotel in midtown. Several hundred nonprofit executives and trustees, foundation and corporate funders, management consultants and government officials are expected to attend.

Speakers and participants will assess the role played in American society by the nonprofit sector, which is composed of 866,000 tax exempt organizations (excluding churches), contributing \$239 billion or 6% of the gross national product.

The conference sponsor, the Nonprofit Management Association, is a national group of managers, funders, and private consultants, dedicated to improving the effectiveness of nonprofits and advancing public understanding of their unique contributions to American life. Nonprofit service providers repair the fabric of our society as they try to find solutions to some of our most difficult problems.

The conference will include formal presentations by outstanding figures from business, government, and philanthropy, plus workshops on how to meet the challenges facing nonprofits. Among these challenges are:

- government's increasing reliance on nonprofits to provide traditional and nontraditional services, such as housing for the homeless and numerous supports for people with AIDS,
- the need to professionalize staffs and organizational trustees,
- the for-profit sector's aggressive moves into health, child care and other human services and its legal challenges to the concept of tax exemption.
- increasing competition for funds at the same time that operating costs (space, salaries, benefits and equipment) become prohibitively expensive.

The conference will also include case studies of what works and what does not, a job bulletin board and exhibition of publications by and of interest to nonprofits. Attendees will receive a ten percent discount on all purchases.

The conference schedule includes ample opportunities to tour New York, sample restaurants, and experience the sights and sounds of the city's nightlife.

A planning committee of veteran New York nonprofit leaders is coordinating the events:

Natalie Abatemarco
Brooklyn In Touch Information Center

Fran Barrett
Community Resource Exchange

James Beal
United Way/Westchester

Donna Duval
API/Support Center

Ted Geier, *Folkworks*

Brenda J. Goodman
Evolutionary Strategies, Inc.

Etha Henry
Greater New York Fund/United Way

Lillian Kimura
National Board YMCA

Clara Miller
ECF Management

Harvey Newman
Cancer Care, Inc.

Toby Sanchez
Independent Consultant

Michael Seltzer
Independent Consultant

Ed Skloot
New Ventures, Inc.

Suggestions for workshop topics and speakers, interesting case studies and how-to presentations may be sent to the Planning Committee Chairperson, Thomas Boyd, 14 East 48th Street, New York, N.Y. 10017, 212-644-4243. ■

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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).

VOLUME FOUR

Number 3 (June 1985): Membership Record Keeping: If We Only Had an Endowment (What to consider in starting an endowment fund); A Community United (case study of a farming community's fundraising efforts to help a family in need).

Number 4 (August 1985): Through Rain, Sleet and Snow (the personal experiences of a canvasser); Major Donor Prospecting; Hiring a Development Director; Rapidly Growing Women's Funds; Long Beach "Friendraiser" (case study of a special event designed for publicity).

Number 5 (October 1985): Planning and Running a Phonathon; When Money Isn't the Problem; Philanthropy 1984 Summary.

Number 6 (December 1985): How to Use the Media; Grassroots Fundraising: Back to Basics.

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