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In This Issue:

**When Board Members
Wriggle Out of
Fundraising**

**Alternative Fund
Movement Challenges
United Way**

Trading Mailing Lists

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In This Issue

When Board Members Wriggle Out of Fundraising
Kim Klein
 3

Alternative Fund Movement Challenges
 United Way Domination of Charity Drives
National Committee for Responsive Philanthropy
 7

Trading Mailing Lists
Kim Klein
 11

New Study Questions Commitment of
 Community Foundations to the Disadvantaged
 13

Book Review
 14

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When Board Members Wriggle Out of Fundraising

by Kim Klein

"People took their prospect names, and then didn't do the work."

A friend called me recently with a problem I have been hearing rather often lately. She is the director of a grassroots community organizing project in a big east coast city. Her Board members have all been recruited in the last three years, and the organization is only five years old. Every Board member is carefully screened and oriented. They know before they come on the Board that fundraising will be a major part of their work, and they are told that fact as many times as possible.

I have trained that Board myself in how to ask for money, and have reviewed this organization's fundraising plans, written materials, prospect lists and so on.

The Board members are honorable, decent, hard working people. They have good politics and they span a broad cross section of the community. The Board has eight women and seven men, 50% people of color, three disabled people, two lesbians and a gay man. They are from a range of class backgrounds. From a social justice perspective, and from an organizational development viewpoint, it is almost a perfect Board. They were recruited properly, trained well and thoroughly, they are committed to the work of the organization, and they are a very effective Board in everything except fundraising.

This is the problem of my friend, the director. She said, "Our 6-week campaign was over three months ago. People took their prospect names, and then didn't do the work. Each person had a reasonable excuse, like, 'My mother is sick,' 'I had root canal and couldn't talk,' 'My names were stolen along with my radio out of my car,' and so on. Because of all that, we extended the campaign another month. Then more awful things happened to everybody, like falling down the stairs, pressure at work, ear infection, dog died, and so on. The campaign was nowhere and we had raised \$1,000 toward a goal of \$15,000! Only two people had done their work. Everyone felt bad, so we extended the campaign another two

weeks. Now people are saying that they have called their prospects, or they have tried to call many times, or the prospect said that he/she would send money. But very few people have sent money, and when I have run into prospects at parties or around town, they'll say, 'I haven't heard from your group in a long time.' I hate to say it, but I think my Board members are lying to me about their fundraising."

I hate to say it, but I think she's right. In fact, the lying started with the number of crises that affected every Board member the day the campaign started. Probably two or three people did have legitimate reasons for not getting to their work, and everyone else realized how good that sounded. Since only the most accident-prone, bad luck person can keep having a new crisis each week the campaign is extended, some people are now forced to say that they have done their work, and they don't know why their people aren't responding. Three months after the end of a 6-week, \$15,000 campaign, this group has \$2,500 and a demoralized Board.

This story is interesting in itself, but is the subject of this article because it is just one of a dozen examples I have heard recently. What happens in these situations is that a dynamic is created that then feeds on itself and every person begins to play a role in it. Like a dysfunctional family, no matter how healthy a person might be in the rest of their life, each person begins to act in a destructive manner inside the group, and, like honest children caught stealing, the group feels ashamed and doesn't understand how this situation could have come about.

Each group that is experiencing the phenomenon of having set up a thoughtful structure, brought on wonderful and carefully screened Board members, trained them, prepared them, and then sent them off to do their fundraising with little result is different in some ways, but

there are some similarities. The following are possibilities of what may have happened. All will not apply to any one group, and no one possibility will entirely explain what happened. But each can provide some insight and suggest opportunities for change.

Who Cleans the Coop

In every case, the director of the organization was raising money along with his/her Board, and the director actually was bringing money in. Thus, the organization could keep running without the Board members doing their work, at least for the time being. In several cases, the director finally took the prospect lists from each Board member and fundraised from them him/herself. Board members were spared any consequences of their actions, and the message from the director was clear: If you don't do your work, I'll do it for you.

Fundraising campaigns must be set up so that at all times it appears that most people are getting their work done, and not the reverse.

This situation reminds me of a friend who grew up on a farm. One of her jobs was cleaning out the chicken coop, which she hated and loathed and which made her slightly nauseated. She would put it off so long that her mother would finally do it. My friend would be grounded for a week, severely chastised, and would feel bad that her already overworked mother had to take on this extra task, but no matter what happened to her, it was better than actually cleaning out the chicken coop.

There are two solutions to this problem: one, the "tough love" response, which is "let the chickens live in dirt and die that way," which, in fundraising translates, "Let the group not get this money." In some ways this is ideal, because it makes immediately clear what happens when the Board doesn't do its work. However, it also drags some innocent parties into the fray. In the case of an organization, the staff might not get paid, or the clients might go unserved—an expensive way to make a point.

Another possibility is to renegotiate. In the case of the organization in the story, the first step would be to end the campaign when it was due to end. The campaign was not successful. Extending it merely put good time after bad into it. If it had ended the day it was supposed to, the Board would have had to decide how to raise the \$14,000 that the campaign was short. Freed of the tasks

they had not accomplished during the campaign, each person would have been able to say what was true for them, such as, "I can only ask for money from people I don't know. I can't ask my friends." Or, "I need to go on somebody else's call with them a few times. I just can't imagine how this works." Whatever was the real reason they didn't do their work can now be admitted because it is too late to fix it. Each person's needs can now be accommodated.

The Game Goes On

Social change organizations, and non-profits in general, try to reflect compassion and understanding in the ways they do their work, as well as in the work itself. We are all aware that process and product are not separable. Thus, when anyone has a crisis, we tend to be understanding and supportive. This is good and should not be changed. However, in the organizations where Board members were not doing their fundraising, people were given a lot of time at Board meetings to discuss whatever crisis was hanging them up. Although some people were experiencing true problems, the real crisis was that everyone was praying for a disaster so they wouldn't have to do their fundraising. It quickly became in style to be in crisis, and people who were managing to do their fundraising constituted a small minority. Without anyone meaning for this to be true, those doing their work took on all the status of a teacher's pet or a goody two-shoes.

Fundraising campaigns must be set up and structured so that at all times it appears that most people are getting their work done, and not the reverse. This means every letter written, every phone call made, every tiny piece of work is reported and acknowledged, and reasons for not doing work, regardless of how legitimate, are played down. For a person in a genuine crisis, the director will confer privately and remove that person's tasks until the person can take them on again. Like a player injured in a football game, that person is "benched" and the rest of the team plays without him or her. The game goes on. It lasts the same amount of time and the rules are the same.

Do It Together

Fundraising staff will often wait for Board members to identify their problems. Being more proactive will lessen frustration and lead to solutions more quickly. There are several common reasons why Board members won't actually go ask for money, even after dozens of trainings and hours of preparation. One is that the Board member is afraid to go alone. The staff person can offer to go with him/her if asked, but then the Board member has to admit vulnerability in order to ask. Instead, the staff person can try calling and saying, "I have an appointment with Robin Rolling next week. Can you come

with me? I think Robin would really like to meet one of our Board members." Now the Board member can do you a favor and also see how a solicitation works.

A second reason is that Board members feel the process is going to take too long. The bulk of time, of course, is spent agonizing over the process. Build in two work evenings as part of the campaign. In the first everyone comes to the office and writes their letters together; in the second everyone comes and makes their phone calls requesting an appointment together. This creates both peer pressure and peer support, and it also adds deadlines to the campaign. Now the campaign begins on a certain date, by another date all letters are written, by a third date all phone calls are made, and by a fourth date all visits are set up.

Try Honesty

If all else fails, try honesty. Privately say to a Board member, "It seems like this is really hard for you. What can I do to make it better?" Cutting to the crux of the problem will let the Board member admit what is going on. You can then decide how to solve the problem.

Expand the Menu

Finally, remember that everyone on a Board should participate in fundraising, but not everyone can do face-to-face solicitation. It is simply trying to build bricks

from pudding to get them to do it—they will collapse every time. Have a variety of tasks for people to be involved in. If someone takes on a task and then isn't accomplishing it, suggest another. Over time, Board members will learn what they like and don't like, but particularly for new Board members, a cafeteria approach to fundraising will be most helpful.

Build in two work evenings as part of the campaign to create both peer pressure and peer support.

Building a fundraising Board takes more time than it should. Over the years I have realized that while everything we print in the *Journal* works, it doesn't work all the time. Sometimes the Board simply doesn't come together around fundraising. When that happens, you need to bring on new Board members, bring in other volunteers to help—anything to create a different personal dynamic in the group. The group has a personality that is bigger and different from the personalities of everyone in the group. Constantly assessing what kind of "corporate culture" you are creating will allow you to intercept unproductive dynamics before they take over.

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This fall, over 100 alternative funds are involved in payroll deduction campaigns.

Alternative Fund Movement Challenges United Way Domination of Charity Drives

National Committee for Responsive Philanthropy

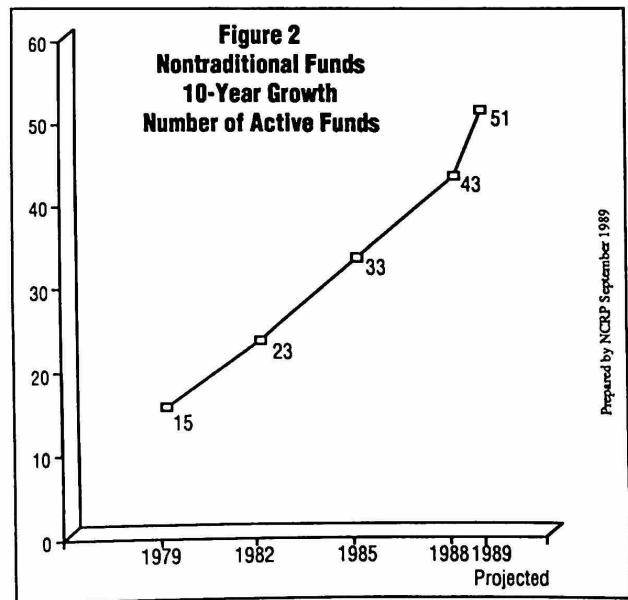
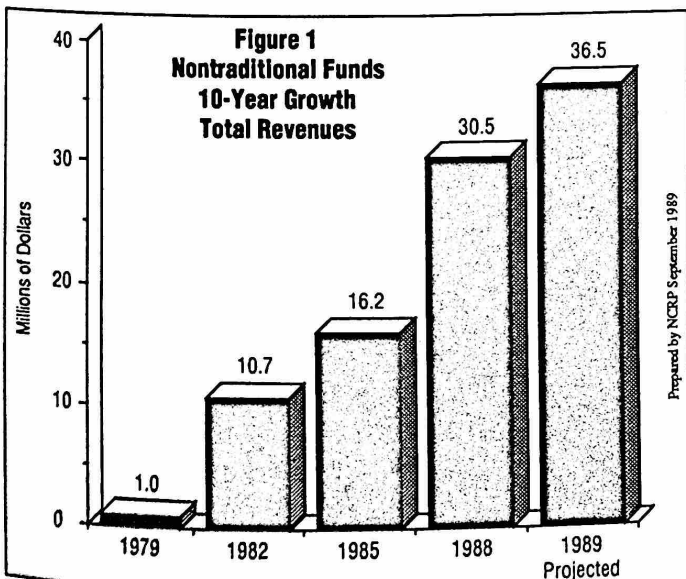
United Ways are being challenged by organized competition in 40 states this fall, in every region of the country. Nonprofit organizations focusing on blacks, women, the environment and a wide variety of social justice causes are poised to take an increasing share of the income generated through employee contributions. Joining them are international service agencies, national voluntary health agencies and arts groups.

These alternatives to United Way charities expect to raise at least \$105 million in 1989, an impressive expansion since 1982, when \$38 million was raised.

"I see huge continued growth for alternative funds," says Beth Newkirk, campaign director of the Twin Cities' Cooperating Fund Drive, which raised \$824,000 last year. "Employees like choice, and more and more em-

ployees are becoming interested in social change or self-help kinds of approaches."

For years, local United Ways had a virtual monopoly nationwide on workplace fund raising through payroll deductions. But the establishment of the Combined Fed-



eral Campaign in the early 1960s opened the door for federal employee payroll deduction contributions to a select group of international and health charities, in addition to United Way.

Alternatives to United Way have since mushroomed.

Reprinted with permission of the National Committee for Responsive Philanthropy from their Special Report: Workplace Giving: The New Era, Fall, 1989.

This fall, over 100 alternative funds are involved in payroll deduction campaigns. Each fund or federation is working on behalf of several member agencies or grantees, to which the income is distributed. In all, 2,000 individual charities outside the United Way umbrella benefit from expanded campaigns. And United Ways do not lose out as this is happening (see Box).

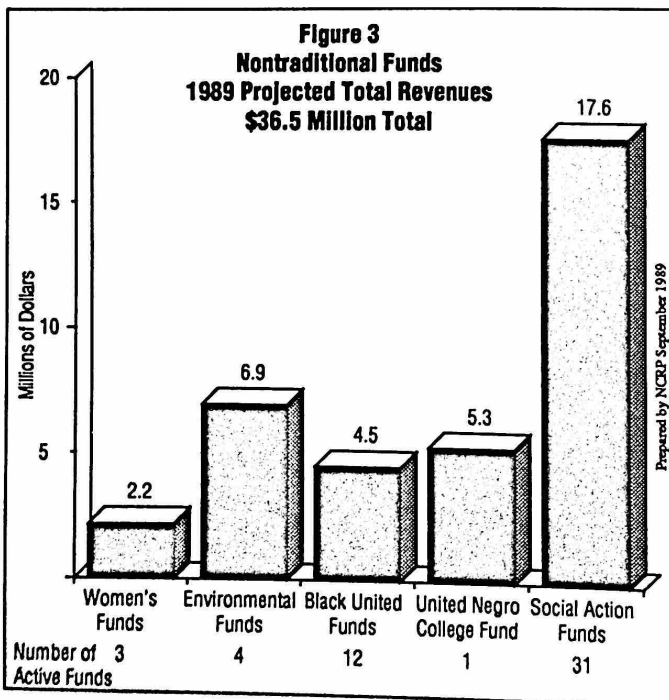
The most striking aspect of this challenge to United Ways' domination of workplace fund raising—especially during a decade of political conservatism generally—is the role played by progressive activist organizations. Twenty years ago, only one such alternative fund existed, the Brotherhood Crusade/Black United Fund in Los Angeles. Ten years ago, the number had risen to fifteen, raising just \$1 million.

Progressive Alternatives Attract Increasing Support

But today, their numbers have swollen to 51, committed to supporting a progressive agenda on everything from childcare to protecting the wilderness to workers' health and safety and peace issues. These progressive alternative funds expect to raise more than \$36 million in total revenues in 1989, 36 times what they raised a decade ago. Nearly 90 percent of this revenue will come from payroll deductions.

"People are becoming frustrated with the old ways and are interested in seeing new approaches to problems," says Newkirk.

In the "pace-setter" campaigns run in July in the Twin Cities, Newkirk says her fund received a 300 per-



Who's Who in the Alternative Funds Movement

Traditional Funds

INTERNATIONAL SERVICE AGENCIES (ISA)—For the Combined Federal Campaign, made up of relief and development agencies, such as Oxfam and CARE. Also, **ISA STATE AND LOCAL** for state and local government campaigns, and **SHARING INTERNATIONAL**, for corporate campaigns.

NATIONAL VOLUNTARY HEALTH AGENCIES—One for the Combined Federal Campaign, approximately 18 for state government campaigns. The largest type of alternative fund, NVHAs, support medical research groups, such as Muscular Dystrophy Association and American Cancer Society.

COMBINED HEALTH APPEAL DRIVES—34, with similar member agencies as NVHA above, but solicit both governments and corporations at the local level.

UNITED ARTS FUNDS—11, support local theater, symphony, opera and other arts.

Nontraditional Funds/National

ENVIRONMENTAL FEDERATION OF AMERICA—18 member organizations.

NATIONAL/UNITED SERVICE AGENCIES—64 member agencies work on a wide variety of health and welfare services, legal advocacy for minorities, the poor, women, children, the disabled and consumers.

UNITED NEGRO COLLEGE FUND

Nontraditional Funds/State & Local

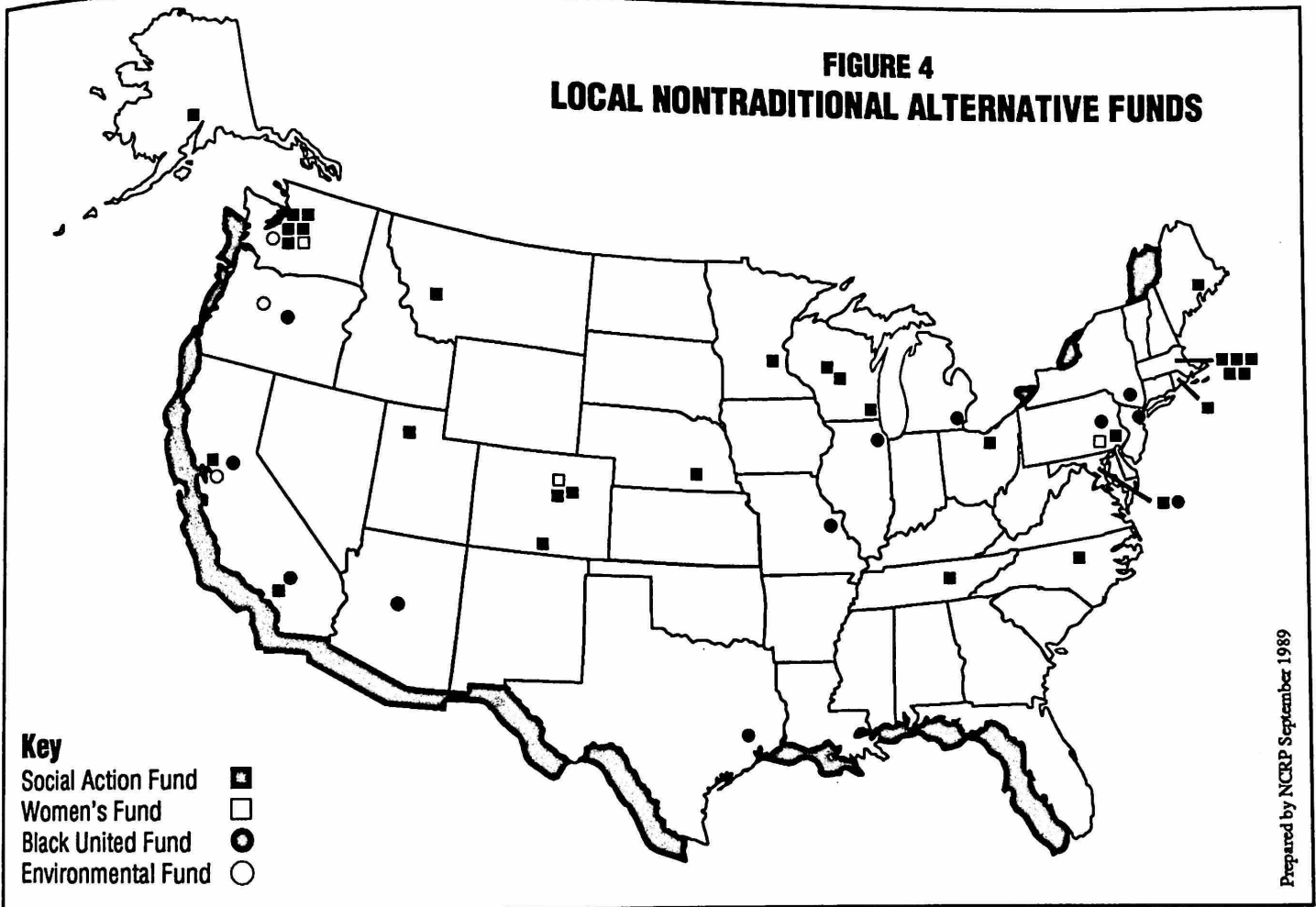
SOCIAL ACTION FUNDS—30, focus on family, education, housing, poverty, minority rights and opportunities, housing, labor, disabilities, consumer advocacy and other issues.

BLACK UNITED FUNDS—12 state and local funds award grants to groups promoting self-help and independence within the black community.

ENVIRONMENTAL FUNDS—3 statewide environmental and conservation coalitions in Washington, Oregon and California.

WOMEN'S FUNDS—3, support a range of services for women.

FIGURE 4
LOCAL NONTRADITIONAL ALTERNATIVE FUNDS



cent increase over last year at one workplace, and a 30 percent boost at another. "We were perceived as really doing something about the inner city," she says.

Newkirk and others also report what she describes as an "incredibly good year" for opening new doors, including first-time access at the Minneapolis public school system and a number of small businesses.

In 1987, landmark legislation was passed guaranteeing that advocacy and other nontraditional charities could participate in the Combined Federal Campaign. The Reagan administration had wanted to exclude any charity that engaged in "advocacy, lobbying or litigation." But a bi-partisan coalition in Congress passed legislation that allowed eligibility in the federal campaign, regardless of the kind or amount of advocacy a charity undertakes.

NCRP had organized the coalition of local and national charities which prodded Congress to action. Sierra Club Legal Defense Fund, American Civil Liberties Union, Children's Defense Fund and many others were crucial to the coalition's success.

The legislation also allowed charities obtaining national eligibility to receive contributions in all 536

locales where the CFC is run, rather than only in those areas where they could convince federal officials of their "local presence."

Once this 12-year battle to open the CFC to progressive activist nonprofits was won, it was clear that United Ways' hegemony over public workplace charity drives had come to an end.

"The Combined Federal Campaign has been a model" for other workplaces to open their doors to alternative charities, says Patrick Maguire, executive director of Independent Charities of America.

Federal employees are expected to contribute over \$24 million this year to nontraditional charities. In addition, 31 states have opened their government employee charity drives to these progressive non-profits, up from just one, Pennsylvania, in 1979. Hundreds of city and county governments have expanded their fund raising campaigns as well. Altogether, public workplaces account for 84 percent of progressive funds' total revenues.

Today the battleground has shifted to private workplaces. The Environmental Federation of California has led the way, raising \$208,000 last year from several

businesses, including Apple Computers and Safeway Stores. Black United Funds (BUFs) have also been successful in gaining entry to private charity drives. Bell Laboratories, AT&T and IBM are among the large corporations now allowing their employees to donate to BUFs.

The 48 local progressive funds' total revenues are projected to be \$11.2 million in 1989, two-thirds of that from employee payroll contributions. In addition, three national activist funds (the nine-year-old National/United Service Agencies, the United Negro College Fund and the newly-established Environmental Federation of America) expect to raise \$25.3 million this year, nearly all from federal employee payroll donations.

The combined total of \$36.6 million projected 1989 revenue of the 51 activist funds will be a \$6.0 million increase over 1988, a 20 percent gain.

The year before, progressive funds had increased their revenues by \$11.3 million, for a 56 percent gain. This was an unusually large increase due primarily to the expansion of the Combined Federal Campaign under the new legislation. ■

As the season of giving approaches, whether you celebrate the winter solstice, Chanukah, Christmas or something else, do it by giving to the non-profit of your choice.



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Trading Mailing Lists

by Kim Klein

For organizations that use direct mail to acquire donors or raise money, one of the biggest challenges is getting names to use for appeals. Small organizations that are generally doing small mailings (under 5,000 names at a time, and sometimes barely more than the 200 needed for bulk mailing) quickly run out of names when they simply seek to generate them internally. There are only so many names on raffle tickets, petitions, or the sign-up sheet at a community meeting (although every group should make sure to use the names gathered in these ways), and Board, staff and volunteers eventually exhaust their lists of friends' names. This shortage is compounded in rural communities where Board members' lists of ten friends may all include five of the same people!

The best way for a small group to expand their universe of names for mail appeals is to trade lists with similar organizations. This suggestion almost always generates a number of objections. Here are many of them, along with answers you can give when other groups balk at trading mailing lists with you.

Common Objections

1) *Our donors will feel inundated with appeals and since they belong to our group, they probably won't join yours anyway.* It is important to remember that most people who give to non-profits give to between five and eleven groups. These groups will all have something in common; in fact, you can learn a great deal about a person just by knowing what organizations she or he supports. Of these five to eleven groups, two or three will change every year. So in fact, some people will choose to belong to both our groups. Further, we are only seeking to use your list once, so it is unlikely that your donors will feel inundated by the presence of one extra letter.

2) *All my donors will like your group better and will leave my group and join yours.* On the contrary, studies show that the loyalty of a person to the first group of a type of organization (i.e., feminist, environmentalist, peace, community organizing, anti-racist) increases with every subsequent appeal from a similar group. People want to feel that they made a good decision the first time in joining your group, and they also feel a part of a whole movement when it is clear that there are similar groups working on these issues.

3) *All our donors prefer giving locally/regionally/nationally and your group is _____ (whatever is the opposite).* Many of your donors belong to your organization because you work at the local/regional/national level, and it is true that they will not join us. As you know, we only expect 1-3% of your donors to respond to our mail appeal, so 97-99% of your donors won't give for various reasons, including that one. However, your donors are not all alike, and some will understand that this issue must be addressed at both the _____ and the _____ level.

4) *Our donors will wonder why there need to be so many of the same kind of group and might stop giving for that reason.* Again, this is a common misperception and can be cleared up by looking at businesses. If you have an intersection in a busy part of town with gas stations on each corner, what happens? People buy more

The best way for a small group to expand its universe of names for mail appeals is to trade lists with similar organizations.

gas. For example, they are stopped at a red light, and look to their left and see a Chevron station. They glance at their gas gauge and see they need gas. Now the light changes so they drive across the street and pull into the Gulf station that is on their side of the road. Another example is the plethora of stores renting videos. This has not led to a glut of stores, but instead to a perception that everyone should have a VCR. The more organizations working on a cause, the more clear it is that this is a pressing social issue. Also, we would be clear in our letter about our work, which is not the same as yours. We are not duplicate organizations; we are complementary and each of us is stronger because of the presence of the other.

Those are the more common objections. The only other common objection is that the mailing list is confidential. That is a policy decision and there is little you can do about it, except see if the policy can be changed. In some cases, there are good reasons for confidentiality and those should be respected.

Terms of the Trade

Once you get past the objections to the idea of trading mailing lists, you now must work out the terms of the trade. There are several possibilities. The most straightforward is simply to trade name for name. "We'll give you 300, and you'll give us 300." Make sure that you get names of *donors*. Many groups keep names on their lists of people who are not donors. Only trade for donor names. You will probably also want to specify that the donors must be individuals and not foundations or corporations, since these grantors will not respond to mail appeals.

If the group you are trading with has a larger list than yours, you can "trade in advance": that is, you will get their names now, and when your list is the same size, they can use yours, or they can use the names you have now and get new names as you acquire them. This requires careful record-keeping and for that reason is not ideal.

A third possibility in working with groups who have bigger lists than yours is to trade your names for theirs without counting. Because you have a smaller list, your donor names won't have been traded very often, if at all, and so your list is fresher and the response might be higher. You could also trade for the number of names you have and pay a fee for the rest of the names. If you have a list of 1,000 donors and you are working to get a list of 2,000, trade for the first thousand and then pay \$50-\$100 (what you would pay a list broker) for renting the second thousand.

Other terms you will want to consider are whether to include all donors or specify only donors giving under \$100, thus leaving out major donors of both organizations. The advantage of this agreement is that donors who give less than \$100 are more likely to respond to mail appeals; major donors tend to give because of personal contact.

You must also specify and agree that each group will only use the names once. You are borrowing this list (or trading lists) for a one-time use. From their list will come some new donors for you, who then become your donors. The rest of the list is worthless to you. Don't photocopy it or cheat on this part of the agreement in any way.

How to Prevent Others From Cheating You

To ensure that groups you trade with don't cheat you, add three or four names to your list that are coded in some way. For example, if I trade my list with Good People's Good Group, I will code three names (mine, a friend's, and a label with the office address) with the middle initial "G" or one with the last name of GOOD, or with my name spelled wrong. That initial or that name

only appears on the list I traded with Good Group. If I get more than one appeal from them, or from some other group, I will know they have violated our agreement. While you won't be pressing charges against this group, you will know not to trade with them again, and confronting them with your evidence may make them stop. Since most groups know that every group has a few of these "dummy" names in their list, cheating on these agreements is fairly rare. As a precaution, you can tell them it is your policy to have three false names in every list traded.

Get and Give Deliverable Names

You also need to ensure that you give and get "clean" lists; that is, lists where the addresses are up to date. Ask how often this group brings its addresses up to date, and don't use a list that hasn't been updated in more than four months. You can also look on their newsletter or other regular mailing to see if they pay for "Address correction requested" from the Post Office. This is the only way to ensure that mail sent bulk rate is either delivered to the person or returned to the sender for correction. Bulk mail that is not deliverable is not forwarded or returned.

Make sure you are ready to use the list within ten days of getting it, so that it doesn't get old sitting in your office. Don't wait any longer than 2 months to use it, or 3-5% of the addresses will be undeliverable.

Finally, specify the format you want to receive the list in, including labels or computer disc that you can use with your own envelopes, zip code order and what zip codes, and any other format particulars.

Final Concerns

Ultimately, some groups will still refuse to share lists for fear of losing donors. They don't give donors credit for loyalty or thoughtfulness. Groups like this also seem to assume that their donors are reclusive non-readers who don't get any information besides what their group sends them. Of course, they will claim they are trying to protect the donors, or that they "hear" complaints from their donors about how much mail the donors get already, or any number of other seemingly thoughtful motives.

It is imperative to remember that you cannot manipulate people with direct mail, or invade their privacy or force them to take any action. Mail is passive. Most direct mail is thrown away before it is even opened. It is the rare and sad person who has nothing else to do than spend time resenting the amount of mail they get. The worst that will happen is that the donor will feel momentarily annoyed, but most people have too much going on in their lives to be put out by another piece of mail in their mailbox. ■

Announcement

New Study Questions Commitment of Community Foundations to the Disadvantaged

A newly released study of community foundations raises serious questions about their commitment to the disadvantaged.

Community foundations—which there are 309 across the nation—are a fast growing and influential resource. They have over \$5 billion in assets and make over \$300 million in grants for diverse community concerns.

The study by the National Committee for Responsive Philanthropy, a philanthropic watchdog group in Washington, DC, examined six of the largest community foundations, with combined assets of nearly \$1 billion. It concluded, "In most of the communities examined . . . the community foundations are operating at too great a distance from their communities' most serious problems. Their focus . . . is not on what is ripping apart the fabric of their communities, not on helping to determine what would make their communities whole, not on placing priority where the needs are greatest and where other donors may fear to tread."

The study, entitled *Community Foundations: At the Margin of Change: Unrealized Potential for the Disadvantaged*, also found "many examples of commendable community foundation performance . . . some from each foundation in the study . . . (that) should point the way for improving all community foundations' responsiveness to (the) disadvantaged."

One of the foundations studied committed over half of its grant dollars to the disadvantaged, and

the other five committed only 2–28% of their funds to this area. Yet, three of the sample of six were purposely chosen because of their known concerns for the disadvantaged. Moreover, while NCRP supplied a definition of the disadvantaged, the foundations themselves tallied what grants should be counted in this category.

"Community foundations are operating at too great a distance from their communities' most serious problems."

Robert O. Bothwell, Executive Director of the National Committee for Responsive Philanthropy, explained, "We defined 'disadvantaged' very broadly, to include the poor, racial-ethnic minorities, women, the disabled, other victims of discrimination, also consumer and environmental activists, and all others 'facing overwhelming odds in their pursuit of a better quality of life.'"

The study recommended that community foundations commit at least 50% of their grant dollars to benefit these groups.

Grants supporting advocacy for public or private policy changes were rarely made, according to the study. Bothwell said this was "tragic" considering the very limited resources of community foundations relative to the huge problems of the disadvantaged in their communities. "Government and business play critical roles in creating and in solving social problems. Advocacy to influence gov-

ernment and business policies, therefore, should be an essential ingredient of any community foundation's responsiveness to the disadvantaged."

The study team of seven reviewed public foundation documents and other relevant materials and conducted an average of 48 on-site interviews in each city in com-

piling its report. Community foundations were studied in Atlanta, Boston, Los Angeles, Cleveland, Philadelphia, and Seattle. Complete reports on each city will be released later this fall.

The National Committee for Responsive Philanthropy, established in 1976, conducts research on foundations, corporate philanthropy and United Ways and their public accountability, general accessibility, and responsiveness to the disadvantaged and disenfranchised. NCRP also has assisted organization of dozens of alternatives to United Way that raise workplace contributions for social justice and environmental nonprofit organizations. ■

For more information contact the National Committee for Responsive Philanthropy at 2001 S. St. N.W., Washington, D.C.

Book Review

Grant Seekers Guide

Jill Shellow and Nancy Stella, eds.

Revised and Expanded Third Edition.

700 pp. Cloth: \$34.95

Paper: \$24.95

Order from Moyer Bell Limited
Colonial Hill, RFD 1
Mt. Kisco, NY 10549

Add \$2.75 for postage and handling.
New York residents add sales tax.

This book is one of the bargains of the last twenty years. It is a listing and description of 212 foundations funding progressive work all over the United States. Topics include aging, AIDS, civil rights, environment, gay and lesbian rights, minorities, peace and disarmament, poverty, refugees, immigration, reproductive rights, women, voter registration, and much more.

Indexed by local and national grantmakers, areas of interest, and alphabetical with an additional index of contact people, this book will save hours of searching for funders that fund a wide range of social justice work.

In addition, chapters written by a wide variety of experts explore other fundraising strategies and problems, including planning for fundraising, developing earned income, and raising money from individuals. Practical chapters explore how to get tax exempt status, write proposals, obtain funding from religious sources, and seek emergency funding.

This book is sold so inexpensively because it is underwritten by the National Network of Grantmakers, an affinity group of the Council on Foundations. ■

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