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Grassroots Fundraising Journal

In This Issue:

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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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In This Issue

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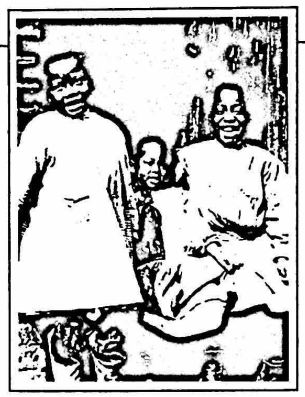


"I am my mother's daughter, and the drums of Africa still beat in my heart. They will not let me rest while there is a single Negro boy or girl without a chance to prove his worth."
—MARY MCLEOD BETHUNE

Early History of Women in U.S. Philanthropy

Part 2: Black Women in Philanthropy: 1850–1950

by Kim Klein

Even more hidden than the history of white women in philanthropy are the enormous contributions of black women, whose work has focused on improving material conditions and raising the self-esteem of blacks, particularly black women and girls.

Starting in the 1850s, black women began numerous organizations to work on issues of particular importance to them. In 1855, they formed the Daughters of Tabor, an anti-slavery society. The Women's Loyal Union, founded in 1892, formed to combat lynching. The Rose Industrial Association, founded in 1898, helped young black women coming to New York from the South get jobs so they could avoid being forced into prostitution. This organization also offered cultural programs, recreational activities and classes in black history. Over time, all of these services were provided to thousands of women, often for free.

So many black women's clubs formed after 1850 that in July, 1895, a convention for black women in Boston attracted thousands of club members from various clubs. There they delineated current issues facing black women. Among these were the education of black children, job opportunities, the continuing characterization of black women by whites as ignorant and immoral, the exclusion of black women from the suffrage movement (and to a lesser extent from the temperance movement) because of color, and their exclusion from the leadership of the abolition movement because of sex. This convention led to the formation of the powerful National Association of Colored Women's Clubs in 1896. The vision of this national association was nothing less than the end of all racial and sexual discrimination. Anna Julia Cooper (1859?–1964), a black educator and former slave, expressed the feelings of these early feminists by saying, "The colored woman feels that woman's cause is one and universal . . . is sacred and inviolable. Not till race, color, sex and condition are seen as the accidents, and not the substance of life, not till the universal title of humanity of life, liberty, and the pursuit of happiness is conceded to be inalienable to all; not till then is woman's lesson taught and woman's cause won. . . . The acquirement of her 'rights' will mean the final triumph of all right over might, the supremacy of the moral forces of reason, and justice, and love in the government of the nations of earth."

Tireless Workers for the Cause: Bethune and Brown

Various individuals emerged from these organizations as leaders and philanthropists. One of the most famous is Mary McLeod Bethune. Born in 1875 in South Carolina, the daughter of slaves, she graduated from the Moody Bible Institute in Chicago with a belief in the power of education to raise black girls and boys from poverty and to end racial discrimination. In 1904, Bethune started the Daytona (Florida) Literary and Industrial School for Training Negro Girls. This school merged with the Cookman Institute, an all-boys training school, in 1923, with Bethune the first president of

Bethune-Cookman College. Bethune was one of the early presidents of the National Association of Colored Women's Clubs and was the founder of the National Council of Negro Women. She was also the Negro Affairs Director for the National Youth Administration under President Roosevelt from 1936–1944, and became the head of the group called the "Black Cabinet," an informal advisory council to President Roosevelt. In 1941, after refusing her doctor's advice to slow down, she wrote, "I am my mother's daughter, and the drums of Africa still beat in my heart. They will not let me rest while there is a single Negro boy or girl without a chance to prove his worth."

Charlotte Hawkins-Brown, six years younger than Bethune, grew up in North Carolina but was educated in Cambridge, Massachusetts. She successfully raised money to establish an industrial home (similar to a vocational school) for delinquent black girls. Much of the money for this school and for her other work was given by a white woman, Alice Freeman Palmer, and Brown named the school The Palmer Institute after her. Brown pushed for involvement by black women in white women's organizations and became active in the women's committee of the Council for Interracial Cooperation, founded in 1920. The women's committee was charged with addressing issues of segregation at the YWCA and the strong tensions between black and white women in the YWCA organization. At one national meeting of the committee, Brown confronted white women, saying, "The Negro women of the South lay everything that happens to the members of her race at the door of the Southern white woman." Though little came of this committee immediately, it was an important step in bringing middle class white and black women together to forge a common agenda.

Hunter, Harris, and Burroughs

Jane Edna Hunter, Ada Harris, and Nannie H. Burroughs were contemporaries of Bethune and Brown, but they are not as well known. Hunter was born in South Carolina in 1882, the daughter of sharecroppers. When her father died when she was ten, her mother was forced to place Jane and her three siblings into domestic service. At 15, Hunter's mother forced her to marry a man 40 years her senior, believing that it gave her daughter a measure of protection. The marriage lasted only 15 months, and at 17 Hunter went to Charleston to be the child nurse for a wealthy white family. There, due to a network of black hospitals and nursing schools, she entered nurses' training in a completely segregated medical profession. After graduation, she left the South along with thousands of other blacks in search of better employment opportunities. When she was down to her last twenty-five cents, she finally got a job with the county

"This money getting business destroys so much of one's real self, that we cannot do our best, feeling that we need money all of the time."

JANE EDNA HUNTER

coroner in Cleveland. With his help, she got work providing massages to well-to-do white women and became much in demand as a bedside nurse. The contacts she made with Cleveland's wealthy and influential white women were to help her in her later work. As a nurse she was able to observe the lack of opportunities available to black girls and women without her level of education. Uneducated black women worked almost entirely in domestic service, laundry work, or agricultural labor. Hunter knew she was fortunate to be a nurse, and resolved to provide opportunities to others with little education. On November 11, 1911, she called a meeting of a group of young servant girls she had met in the various homes in which she worked to discuss establishing an organization for black girls and women similar to the YWCA. They pooled their resources and the next year founded the Phyllis Wheatley Association. (Phyllis Wheatley was purchased from a slave boat in 1761 at the age of seven. Educated by white slave owners who recognized her intelligence, Wheatley's poetry was widely read for a brief time. Her talent provided evidence that educated Africans could equal the intellectual achievements of whites, and she became a powerful symbol for black girls everywhere.)

Hunter left nursing and turned her home into a boarding home and school for black working girls. It saved many girls from having to work as prostitutes in order to afford a place to live. Black working class women were the backbone of this home. They gave money, raised money, and scrubbed floors and windows. They organized an annual fund raising drive to keep the home going. Hunter undertook a strenuous speaking schedule to raise funds for the home and educate people about the causes of poverty. Once the Wheatley home was well established, she sought contributions for it from the white women whom she had tended as a nurse. White women provided money to this project for a number of reasons. Some saw it as a way to keep blacks out of the YWCA, and others saw the home as a good training ground for decent servants. However, some white women chose to help because they saw the race discrimination in every aspect of Cleveland's life. Examination of the home's financial support shows, however, that the bulk of its operating expenses came from working class

women. It was truly a grassroots effort.

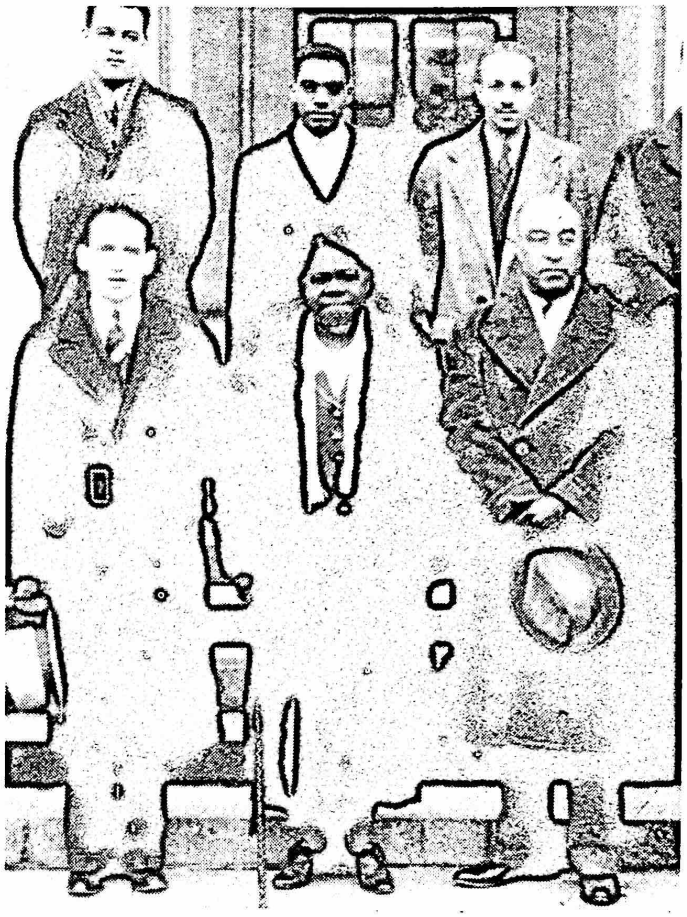
A similar effort was started by Ada Harris in 1909. Harris had moved to the Norwood community, a poor black neighborhood outside Indianapolis. She began as a teacher, then became the principal of the local school. Seeing the local residents' desire to improve their community, she launched a fundraising drive to start a Boys Gymnasium and Clubhouse. Her first efforts only yielded $35, but, undaunted, she used that money as a downpayment on a $1,500 property. She wanted the gym to raise the self-esteem of black boys and teach them to respect black women and girls through their increased sense of self-worth. She also thought the gym would provide an outlet for the boys' adolescent energy. The members of the Norwood community, where Harris spent the rest of her life, provided all the money needed for this and other efforts she worked on.

Nannie Burroughs was born in 1883 in Virginia and was educated in Washington, D.C. She worked as the associate editor of the *Christian Banner* newspaper in Philadelphia, and then for the Foreign Mission Board of the National Baptist Convention. She became a writer and a charismatic lecturer on the subject of black missionary work. In 1908 alone, she raised $13,000 from black women to finance the missionary and educational

Ada Harris' first efforts only yielded $35, but, undaunted, she used that money as a downpayment on a $1,500 property.

work of the Baptist Women's Convention Auxiliary. She was soon promoted to Corresponding Secretary of that organization. She also established the National Training School for Women and Girls in Washington, D.C. in 1909. The school provided a wide variety of courses, from teacher training to domestic science, interior decorating, laundry, home nursing and printing. Like Hunter and Harris, Burroughs raised almost all the money she needed from black people. Most notably, a black woman banker of Richmond, Virginia (a story in its own right), Maggie L. Walker, donated $500 to the school while it was still in the planning stages.

Hunter and Burroughs became close friends starting in 1929 and ending with Hunter's death in 1959. Their correspondence reveals their involvement in philanthropy. Each annually gave contributions and lectured on behalf of the other's institution. Hunter, who earned about $3,000 a year, told Burroughs in a letter in 1944 that she gave away $800 (26% of her gross income, not counting fees from lectures and honoraria). She remarked at one point, "Somehow I wish that you, Mary Bethune and myself could give up raising money and could devote all of our strengths and spiritual life to the building of God's Kingdom. This money getting business destroys so much of one's real self, that we cannot do our best, feeling that we need money all of the time." In 1955, Hunter told Burroughs, "We reached the goal of $50,000 and sent two girls to school this fall."



Mary McLeod Bethune and other members of President Franklin Roosevelt's "Black Cabinet" in 1938.

These women are only a sampling of many women working to change social conditions for poor women, many of whose stories will never be known. However, as letters are published, oral histories gathered, and other research conducted, researchers are learning more about black women and their philanthropic work.

The point of this article is to draw attention to extraordinary, courageous, and dedicated women, successfully doing social change work under much more restrictive conditions than our own. By examining their lives we see the truth that, contrary to popular notions, philanthropic work has always been done by a broad range of women, including lower income and poor women, and like the history of all women, has received scant attention from historians and thus has been made invisible. ■

Direct Mail Fundraising: *The Basics*

by Ken Dawson,
with Sean Strub & Cory Scott Whittier

This is the first of a two-part article on using direct mail techniques to develop a stable source of income by building a donor base.

Why Direct Mail?

For many—but not all—non-profit organizations, direct mail can provide substantial income that is both dependable and independent.

Direct mail is dependable because you are dealing with relatively large numbers of donors. Thus, while some of them will move away, die, lose interest or get pissed off, most will remain committed to your organization.

With a little experience, you will be able to predict the percent who will respond to an appeal and their average gift. Thus, you will have a remarkably accurate estimate of the gross and (since costs are easy to budget and control) the net.

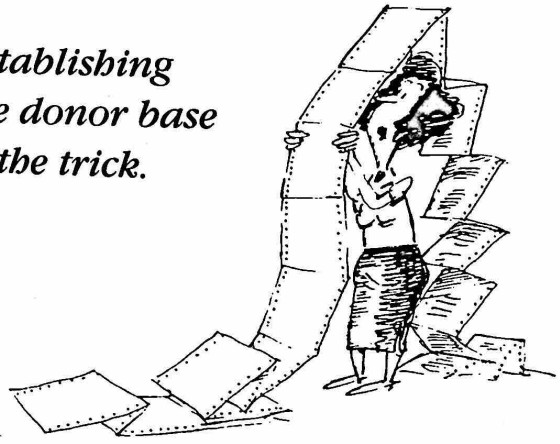
Of course there will always be some extraneous factors. If the most important paper in your area prints a front page story praising your organization, the response will increase. On the other hand, if the newspaper announces the indictment of your executive director, the effect will be adverse. But barring these unlikely interventions, income from your direct mail will be fairly predictable. Quite a boon at budget-making time.

Direct mail has another advantage. *It is an independent source of revenue.* Some other forms of fundraising, especially grants and major donors, focus on getting large sums of money from a few sources. Thus they depend upon pleasing a few decision makers, who can be notoriously demanding and/or fickle.

To raise money through the mail you need to convince large numbers of people of the worth of your organization. But—in exchange for their $25 or $30—they won't expect you to tailor your programs to their interests. Nor will they expect a written report justifying how you spent their money. Best of all, unless you promise them otherwise, the money you raise from your direct mail donors can be used for general operating expenses!

Direct mail has another advantage. *It serves as an important educational medium* for all recipients, whether or not they respond. They learn about your cause and they learn about your organization.

Establishing the donor base is the trick.



Of course this can have a positive effect on your other fundraising efforts. More people will attend your special events because they've read about your good work in the mail. And many organizations tell the story of receiving a major bequest from an individual whose only contact with the organization was the mailing she received.

Ken Dawson is an independent consultant serving non-profit organizations. He specializes in fundraising and organizational development.

The Catch

So, if direct mail can generate substantial income that is predictable and independent, and if it has educational benefits as well, why isn't everyone doing it?

For one thing, some organizations don't have wide popular appeal. Obviously, an organization with broad name recognition, dealing with a specific issue that many people care about has greater potential than an organization nobody has ever heard of, dealing with a vague issue that few people care about. (See the sidebar, "Is Direct Mail for You?")

But beyond the issue of an organization's appeal, there is a catch. The catch is that in order to have a lucrative direct mail program, you must have a list of donors—people who have *already* contributed to your organization through the mail.

Once you have a direct mail donor base, you can mail to your list again and again and always make a profit. Establishing the donor base is the trick.

Building this donor base is not especially difficult. But it is rarely profitable. In most cases, your organization will have to invest money to acquire donors.

So, if you already have a nice clean list of people who have previously supported your organization in response to a direct mail appeal, you can use this list to generate net revenue for your organization. (This is called your in-house program, or your renewal program.)

If you don't have a donor base, you'll need to acquire one, and it will very likely cost you money. (This is called acquisition mail or prospecting.)

Acquisition as Investment

The difference between acquisition and renewal is the single most important distinction in direct mail—and it is the least understood.

Most boards of directors have a hard time understanding a fundraising effort that is budgeted to lose money, or at best break even. But only the acquisition effort loses money. Once the donors are acquired, the direct mail program will more than recoup its expenses.

The key to direct mail is to think about your program over time—at least a year—not in terms of a single mailing. Then the acquisition mailing can be seen as an investment, or as start-up costs.

A hypothetical first year direct mail program might work like this. During the first four months of the year you mail an acquisition letter to 100,000 prospects at a cost of $32,000. You generate a one percent response and an average gift of $30. Thus you gross $30,000. So far you are $2,000 in the hole, but you now have your own donor base of 1,000 names.

Over the remaining eight months of the year you mail three renewal letters to your 1,000 donors, at a cost of $2,500 per mailing. Each mailing generates a ten percent response and an average gift of $35. Thus you gross $3,500 per mailing. Your net from the renewals is $1,000 per mailing, or $3,000 for the year.

When we factor in your $2,000 loss from the acquisition phase, your net revenue for the year is $1,000.

So far you've spent a lot of time and money and only raised $1,000. But the second year looks much better. You have no acquisition costs (if you're content to have only 1,000 donors) and you can mail six or more renewals. Thus you'll net $6,000 in the second year.

The real money comes after you've acquired more donors. The economies of scale are quite amazing in direct mail. Mailing to 10,000 donors may cost only twice as much as mailing to 1,000. Yet your gross will increase by a factor of ten.

Which brings us back to the subject of acquisition.

How to Acquire Donors

You could just mail to the first 10,000 names in your local phone book. Some of these people would respond. But the rate of response would be so low—a tiny fraction of one percent—that you would lose a great deal of money and acquire very few donors.

You want to mail to a list of people who are more likely to respond. Who are they? They meet two criteria.

Your best prospects are people who have an affinity for your organization.

First, your best prospects are people who have an affinity for your organization. They care about your mission, want to support it, and know that your organization is the best vehicle for their support. Or, at least, they are open to persuasion.

Second, your best prospects are people who respond to offers through the mail. Some people do and some people don't. This is true of commercial offers as well as fundraising appeals. That is, of all the people who buy housewares, some like to order their housewares from catalogs and some will only buy in a store.

Your best prospects are people who have an affinity for your organization *and* have a history of giving through the mail.

Where to Find Prospects

Your best source of prospects will be donors to similar organizations. They meet both criteria. So, for an AIDS organization serving a largely gay community, the best list would be donors to another AIDS organization

with a similar constituency.

Moving a little farther afield, donors to other gay, but non-AIDS, organizations would probably work. You could also try donors to progressive organizations that might be sympathetic to gays, such as the ACLU or NOW. You could try donors to other diseases, but this probably wouldn't work since the affinity that people have to one disease is not easily transferable.

How do you get the use of such lists? Most non-profits don't rent their lists. The only way to get them is to arrange an exchange. Basically the agreement is: I'll let you mail your appeal to my 5,000 donors in exchange for you letting me mail my appeal to 5,000 of your donors.

This isn't much help if you don't have a list to exchange. But don't despair; special deals are available to the assertive.

Speak directly to your counterpart in a sister organization. If you have only 1,000 names, he may let you mail to his 5,000 donors in exchange for mailing five times to your 1,000. Or he may let you mail to his 5,000 names now in exchange for a promise that he can mail to your list as soon as it reaches 5,000.

Or, perhaps you have a chip to call in or a promise to make that's unrelated to direct mail—use of a meeting hall, introduction to a potential major donor, technical assistance in starting a new project, etc.

The key to direct mail is to think about your program over time.

The second avenue is renting commercial lists. All sorts of lists are available, but the same two criteria apply. Choose lists of people who have an affinity for your organization *and* who are responsive through the mail.

For an AIDS organization serving the gay community, a good list would be subscribers to your area gay publication. Because the readership is gay, you can assume affinity, and most subscriber lists are built, or at least renewed, through the mail.

You might also try the membership list of a gay business, such as a disco or travel agency. But this would probably be less effective. The affinity exists, but the list probably wasn't built through the mail.

Most rentals cost between $50 and $75 per 1,000 names for a one time use.

Exchanges and rentals are the two traditional ways to obtain names for your acquisition mail. But with creativity and hard work, you can build your own prospecting list. Here are some ideas:

1. Invite everyone who cares about your organization—board, staff, volunteers, etc.—to a mailing list party. Provide index cards for people to transfer names from their rolodexes and address books. Serve refreshments. Offer prizes. Who can contribute the most names and addresses? Whose list has the most women? Who has the most names in a particularly affluent zip code?

2. Hold an event that attracts lots of people. Maybe it's free, or you charge just enough to break even. But capture the name and address of everyone who attends. A good way to do this is to have everyone sign up for a door prize.

3. Do you have a lot of volunteers? Ask them to sell raffle tickets. You don't have to make a lot of money as long as you collect a lot of names.

4. Take out an ad that offers something. It could be a service or just free information: "Ten Ways to Prevent the Spread of AIDS." The ad should include a coupon that makes it easy for the reader to request the service or information—and easy for you to collect the name and address.

5. Convince businesses and social groups that their greatest donation to your cause would be the one-time use of their mailing list. Most organizations are very protective of their members, but the local disco or softball league might be willing to mail your appeal to its list.

6. Combine political action with donor acquisition. Circulate a petition, then present the results to the appropriate politician. And keep a copy for your prospecting.

7. Many states require that political candidates file the names and addresses of all campaign donors. These are public records; mail to donor lists of candidates who have supported your cause.

8. Be inventive. Scheme. Think of your own ways to acquire likely prospects.

The Package

Once you have your list of prospects, you can begin to think about convincing them to contribute to your organization.

Start by collecting and analyzing direct mail packages that you find compelling. And be sure to look at all the components, not just the letter. You might also read a basic text. I recommend *Dear Friend* by Kay Lautman and Henry Goldstein, published by the Taft Corporation.

Here are some basic guidelines:

- The *letter* is a personal communication between one person (the signator) and another (the potential donor). Make it sound personal—talk about "you" and "I," especially you.

Use a salutation—the recipient's name if possible. Include a date. Type the letter, don't typeset it. In other words, make it look like a real letter.

Tell more about the people you serve and less about the organization. Write with emotion and back it up with facts.

Is Direct Mail For You?

When a nonprofit organization explores the possibility of raising funds by mail, our first task as consultants is to determine whether it can do so successfully by virtue of its name, reputation, or the cause it represents.

In ascertaining your own organization's direct mail potential, you may wish to apply our firm's formula. We ask ten basic questions of any potential client seeking our help.

1. Does your organization or cause have broad name recognition?
   (a) in the local community?
   (b) in the state?
   (c) nationally?
2. Does it deal with specific issues rather than broad or abstract ideas?
3. Does it serve or help specific constituencies—for example, minorities, the ill, the elderly, children, handicapped, the poor or disadvantaged, or animals?
4. Are there other organizations performing the same or similar services? If so, how is your organization unique?
5. Does your organization have a demonstrable track record?
6. If your organization is new, does it expect to respond to a critical issue in a dynamic way?
7. Is there a threat to the organization, those it serves, or to traditional funding sources? In other words, is there an issue, a crisis, or an emergency to be dramatized?
8. If yours is a membership organization, are tangible membership benefits offered? If yours is a cause-oriented organization, can you show the donor how his or her gift will make a difference?
9. Will your organization survive three years without a successful direct mail campaign?
10. Would your organization be financially able to survive a loss of 40 percent or more of its investment should the test mailing fail to recoup costs?

If you have answered "yes" to half these questions, yours may be a mail-viable cause and a test mailing can be made at low risk. If you answered "no" to questions 9 and 10, however, think twice. To proceed under these conditions, it is imperative that you answered "yes" to *all* other questions. ■

Reprinted from: Dear Friend, *by Kay Lautman and Henry Goldstein. The Taft Group, 1984.*

Don't be afraid of long letters. Generally the longer—4, 5, 6 or even more pages—the better the response. No one will read the letter all the way through at first. Usually, the recipient reads the opening few paragraphs, and then turns to the last page to glance at the closing, the signature and the P.S. But if you've captured their interest, they'll want more information. Give it to them.

Be sure to ask for money! Clearly, boldly, and don't wait until the very end.

The most important paragraphs are the first, last and the P.S.

• The *outer envelope* carries an enormous burden. Some envelopes get opened . . . some get thrown away.

You can go one of two ways. Either make the envelope look so much like it contains a "real" letter (closed face, live stamp, name and address look hand typed) that you *fool* people into opening it. Or make it look so interesting (bright colors, intriguing "teaser" copy) that you *seduce* them into opening it.

Of course, the envelope needs postage. You will be able to mail your package at a fraction of the standard rate once you have established a non-profit bulk mail permit with your post office.

• You can add one or more *insertions*. A note from a different signator—perhaps a client if your executive director is signing the letter—might increase the response. Or you could try a newspaper article if you have one that is current and favorable.

• Be sure to include a *reply device*—a card that summarizes the reason for giving, includes suggested gift amounts, and lists the recipient's name and address. Remember, the purpose of acquisition mail is to acquire the donor's name and address. It won't do you much good to receive a check with the donor's signature but no address.

• You should also enclose a *reply envelope* that is large enough for the reply device and a check. Most important, be sure it has your return address. (It is also a good idea to put your return address on the reply device, just in case the recipient loses the reply envelope.) ■

Next: *Part 2, Testing and Tracking Your Results.*

Time Management Tips for Fundraisers

(Others Can Use Them Too)

by Kim Klein

I learned two things about fundraising in my first six months of my first job. First, that the bulk of money given away in the United States (90% to be precise) comes from individuals, while foundations and corporations only account for 10% of private sector (that is, non-governmental) giving. That understanding about the sources of money for non-profit groups has formed the basis of the *Journal* for the past nine years.

The second thing I learned while new to this work is implied in a lot of the *Journal's* writing, but I will state it explicitly here: Being a fundraiser means you have too much to do, more than any human being could ever accomplish. And besides, your work never ends.

At this time of year, which for most of us is our heaviest fundraising push, a few simple time management techniques can make the difference between being panicked about the work feeling out of control and feeling okay about the work being out of control.

Before you dismiss that distinction as New Age double-speak, consider this: facing the fact that you have way too much to do right now means you can stop wasting time fretting about it. You can settle down and do the most and best work you can do, and let the other work wait.

In a fundraiser's day, twice as many tasks need to be done as are humanly possible to complete. Things are always falling through the cracks. The trick is to let things fall that aren't that important or that can be postponed. A lot of us have gotten into the bad habit of only doing things that are urgent and have a deadline attached. Unfortunately, in fundraising, those things are often not what yields the most money. For example, there is no deadline for calling Sally Jane Bigbucks. She is not calling you, either. So you sit with the name of this qualified prospect and the months pass.

Seven Ways to Boost Your Productivity

Here are seven things I do that make a world of difference in my productivity. A word of caution in the beginning: while you will recognize these as tried and true time management principles, you need to adapt them (and any other time management tips) to your personality. Some of these simply won't work for some people; trying to make them work will just make you more inefficient.

1) Your desk

Keep on your desk only the project you are working on at the time. Move everything else onto the window sill, a credenza, another table, even the floor if that's all you have. (If your group is really short of money, spend two hours at a flea market and buy a table or another desk to put things on.)

If you have piles of folders, pieces of paper, your stapler, your extra discs, or even your phone on your desk along with the project you are working on, you

have too many distractions. You get stuck on a sentence or a word and you think, "I'll just fill up my stapler, or I'll just call my friend briefly." It can take up to twenty minutes to regain interrupted concentration, even if you are interrupting yourself.

2) Your phone

Move you phone off your desk. Put it where at least you have to stretch to reach it, and preferably where you have to stand up to answer it. This inaccessibility will prevent you from making unnecessary phone calls. Furthermore, you will be prepared before you get on the phone. If you have to ask someone something or make an appointment, you will be sure to have the paper you need to refer to in front of you, or your calendar open.

Remain standing while on the phone. This shortens your phone conversations tremendously and gives you a greater sense of control over your phone time. The telephone is one of the greatest time drains in all our offices.

Obviously, if you are the main or only person answering the phone, moving it off the desk may not be practical. In that case, let the answering machine take calls for a few hours a day. Start answering the phone at ten instead of nine, and put the machine on again during lunch time, even if you don't go out for lunch. Unless you are an emergency line, it is totally acceptable to keep your phone machine on for up to half a day. You can screen the calls and pick up any that are urgent.

3) Your planning

Take 30 to 60 minutes (yes, seriously) to plan each month of your work. (The monthly plan is of course based on your overall workplan for the year.) Set goals, list deadlines and make an outline of projects to be done.

Then, set aside a minimum of 15 minutes every day to plan that day based on your monthly plan. If you work best in the morning, do it then. If you prefer to do it at the end of the day for the next day, do so. Make a detailed plan of what you need to accomplish that day.

Handle each piece of paper only once.

While there are any number of expensive and more or less useful calendars and planning documents you can fill in, I use an 8½ × 11 piece of scratch paper and a pencil. I write my work and personal to-do lists on the same piece of paper. (I add personal things on my official to-do list because otherwise as I get more frenetic, my personal life gets dropped or squeezed.) When my lists are made I put times beside each activity. If the times are completely out of order, I transfer the list chronologically to another sheet.

Some people prefer to use a rating system, going

from A (most critical) to C (least critical). This rating system expands fairly indefinitely when you use codes like A1 as the most important, A2 as the next most, B1, for the most important B item, and so on. I know many people who use these very effectively, and they obviously work. My problem is that everything seems like an A or a B, and although my coding system is inexhaustible, my time is quickly used up. By assigning specific times, I find I make a more realistic to-do list.

It is also useful in terms of accurate time planning to double the amount of time you set for most tasks. This allows both for the tasks themselves to take longer and for you to be interrupted to focus on something you hadn't planned on. A method many people use is simply to plan four hours of work in an eight-hour day.

4) Your papers

You need three receptacles for papers. These can be drawers or baskets or simply piles on a empty surface.

One is for things that you will be doing that week, but not that day. That group of papers sits near or in your desk, but not on it. The second pile or receptacle is for papers that you have to deal with soon, but there is no pressing need to deal with them this week. The final receptacle is for things to read. Of course the really final receptacle is the trash can.

Things are always falling through the cracks. The trick is to let things fall that aren't that important or that can be postponed.

You will notice that I don't keep a "to be filed" file. To tell the truth, I do have a pile of stuff to be filed, but I think the best way to deal with things to be filed is to file them immediately. We lose a lot of time looking for things in our "to be filed" pile that we could easily find if they were in the right file. It should only take you 5–8 seconds to retrieve any piece of paper.

If you make it a rule to handle each piece of paper only once before deciding what to do with it, you will move your paper flow a lot faster.

5) Your meetings

Have fewer of them. While we have to do work in meetings, and admittedly a certain amount of the work we do at meetings is socializing and building camaraderie, many meetings are not essential, and almost every meeting lasts too long. At this time of year, question every meeting. Is it necessary? If it is, do I need to be there, for part or all of the meeting? Make sure there is an agenda with times beside each item. People tend to talk for the amount of time that is listed. You can negotiate the need for extra time as it comes up.

6) People who drop by or call just to talk

You are not obligated to talk for the length of time that other people have available, no matter how important they are to your organization. Depending on your relationship with this person, you can use more or less subtle ways to help them wind up their conversation and leave. If you are a peer or a friend, try being straightforward: "I am so jammed right now, I just can't talk." Then, if you want, "Let's set another time."

If it is your boss, or a Board member or donor who is not a peer or friend, there are a few things you can do. First, either get rid of chairs in your office so there is nowhere for them to sit, or keep papers on the chair(s), so you will have to move something for them to sit down. Don't move anything unless you feel it is necessary.

Second, have an arrangement with a co-worker to interrupt you after ten minutes to hand you a piece of paper that looks like a message. You can then say, "Oh, I need to take care of this." Or you can say at the outset, "Thanks for stopping by. I have an appointment in ten minutes, but let's chat for a minute." If you act unhurried, but establish your boundaries quickly, your visitor will not feel rushed but will not stay.

If the halls aren't carpeted, you can sometimes head off visitors when you hear one coming down the hall by standing up before they get there. When they come in your office, remain standing. Again, chat as if you have all the time in the world, but don't sit down. Your visitor will not stay.

Finally, you can move people along with body language. While *you* are talking, look at your watch or glance at your calendar. It will make the visitor conscious of time without making them feel you are not listening.

7) Your priorities

Set your priorities in this order: Start with the source of funding that is a combination of the biggest, the most likely to repeat, and the likeliest to come through. In balancing those three variables, place more emphasis on the repeatability and likelihood than the size. For example, for the overall health of the organization, you would do better to seek a gift from an interested individual prospect for $1,000 than a foundation grant for $10,000. The $1,000 gift will probably be repeated and upgraded over many years, whereas the grant will be spent and finished inside a year.

Forgive Yourself

When you have done all this, forgive yourself for not getting some things done. The nice thing about being a fundraiser instead of a neuro-surgeon is that our decisions are not life-threatening. Let that help you keep some perspective. ■

Fundraising Appeals

In the last issue of the Journal *we focused on non-event fundraisers in the article, "Three Late Summer/ Early Fall Fundraising Strategies." As we went to press, this invitation to a non-event arrived from the Women's Ordination Conference in Fairfax, Virginia. Following our advice to treat non-events as the mail appeals they really are, we highlight their appeal in this month's column.*

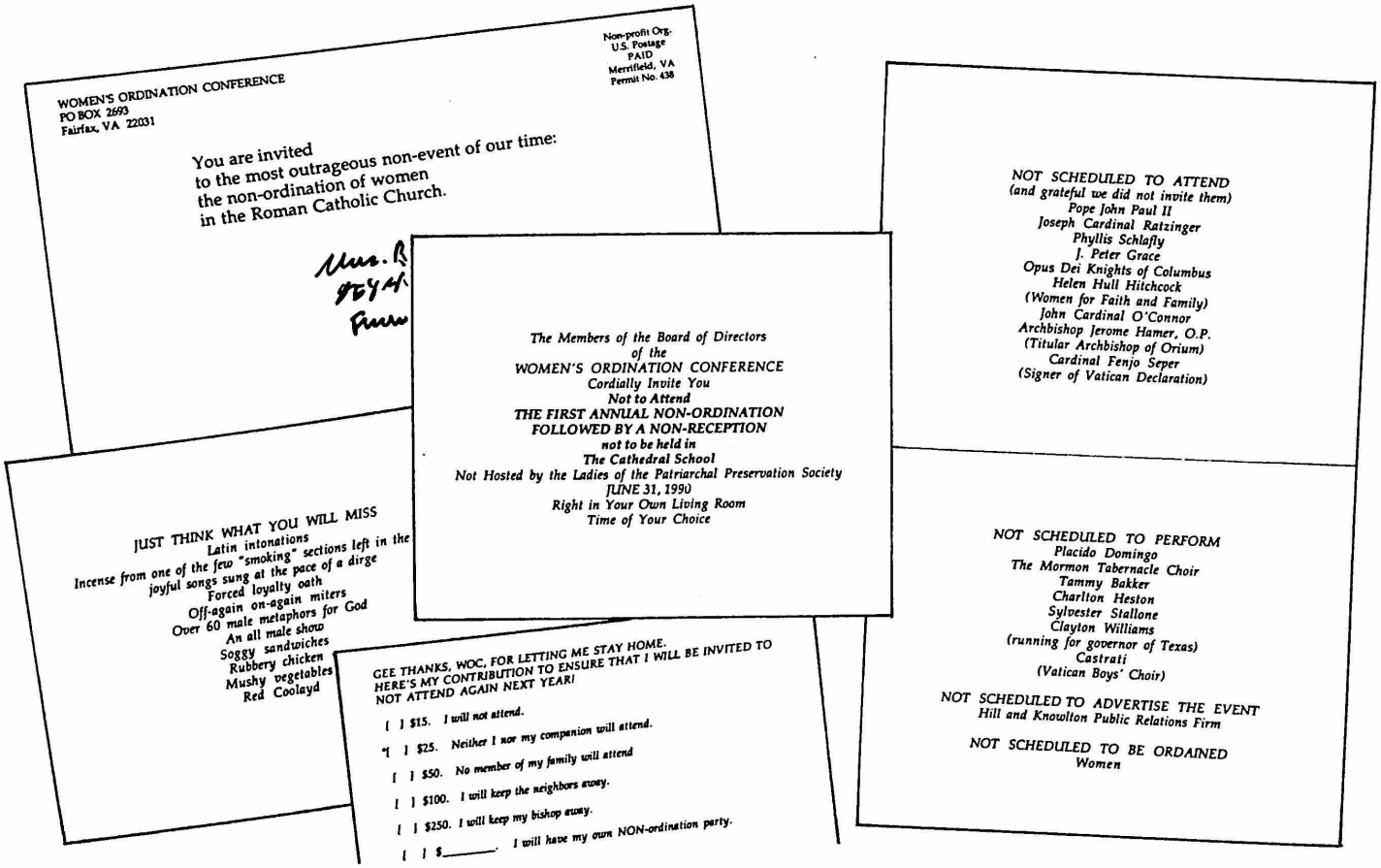
The Women's Ordination Conference has been advocating equality for women in the Christian ministry for 15 years, angrily protesting against the Roman Catholic Church for refusing to allow women to serve as priests. This invitation to a non-ordination of women leavens that anger with humor, as recipients are invited not to hear Placido Domingo perform with the Vatican Boys' Choir nor listen to John Cardinal O'Connor give the homily. "Not handling publicity" is Hill & Knowlton, the public relations firm hired by the Catholic bishops for $5 million to work against abortion rights.

The Women's Ordination Conference reports that from a mailing of 3,795 invitations to their membership, they had received 213 responses by the end of two months, with gifts averaging $27. Total donations to date are $5,666, for a net income of $4,251 after expenses.

In comparison to other mail appeals they have sent, this one was not a big money-maker. Nevertheless, as the most daringly political action they've taken, they report that it boosted people's spirits. Members wrote that they were proud to be part of the organization, bishops' secretaries sent $50 to keep their bosses away, and other members thanked the Conference for its creativity. As they expected, such a controversial mailing also generated some sparks, with some members surfacing to chide them for playing so lightly with the church.

On balance, the Conference is pleased that the appeal served to raise important issues in a new and creative way and garner the appreciation of their membership for doing so.

The appeal has caught attention beyond the Women's Ordination Conference membership as well, being noted in the "Religion Notes" column of the New York *Times* for June 30, 1990, and receiving interest at the new *Ms* Magazine.



Publication Review *by Kim Klein*

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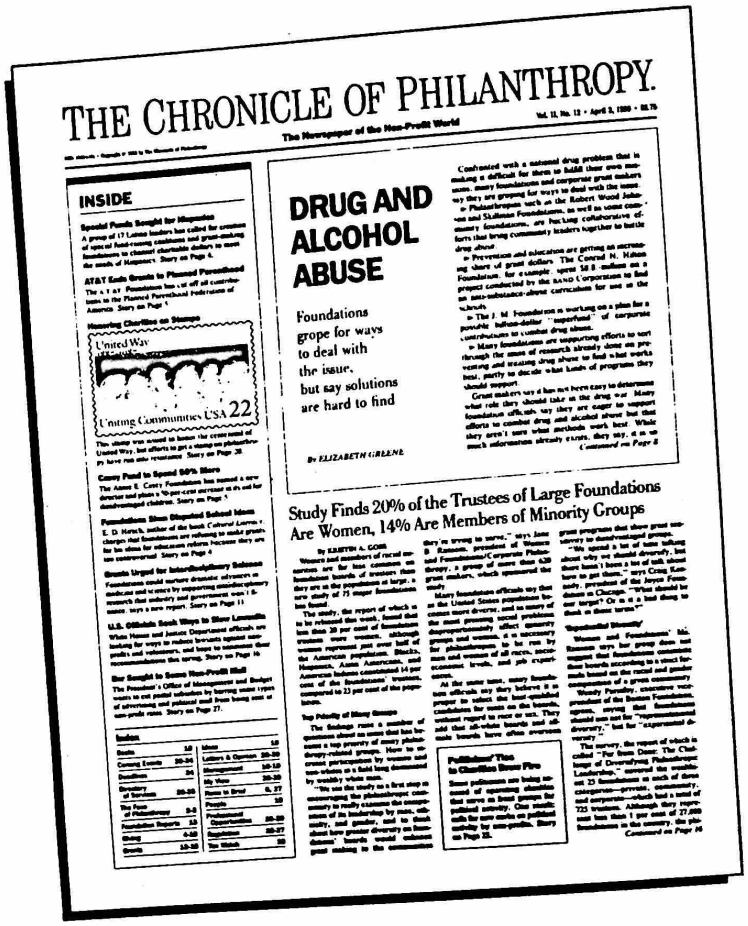
THE CHRONICLE OF PHILANTHROPY.

The Newspaper of the Non-Profit World

INSIDE

DRUG AND ALCOHOL ABUSE

Foundations grope for ways to deal with the issue, but say solutions are hard to find

By ELIZABETH GREENE

Study Finds 20% of the Trustees of Large Foundations Are Women, 14% Are Members of Minority Groups

For a little over one year now, the same people who publish *The Chronicle of Higher Education* have been publishing *The Chronicle of Philanthropy.* I admit when I first heard of this publication in its pre-publication publicity, I wondered if it would be helpful to small non-profits. But after reading every issue for the past year, I endorse it and recommend it to everyone interested in philanthropy.

While it focusses too heavily on foundations, with little critique of how little money even the behemoth foundations give away compared to what individuals give, it does provide valuable insights and information on that sector. *The Chronicle* also provides up-to-date information on the latest research in philanthropic trends, demographics related to charity, studies about women and minorities on Boards, changes in the non-profit sector over the past decade, and so on. Much of this information is not easily available anywhere else.

The Chronicle also reports on current related news stories. This year it covered the events at Covenant House, Jesse Helms's efforts to destroy the National Endowment for the Arts, how the right-wing campaigns to de-fund liberal causes are working (their latest victory is getting AT&T to cut off all contributions to Planned Parenthood, for example), what is happening with getting charities on postage stamps, and so on.

They have covered a wide variety of stories, many of them reflecting a liberal attitude, but their reporting is even-handed and they are not pursuing a political agenda.

The Chronicle of Philanthropy calls itself the "Newspaper of the Non-Profit World." They are just that. For those who are interested in following news of the non-profit world it is a valuable resource. For people with a great interest in keeping up with the increasingly complicated, competitive, technological and diverse arena of non-profits, this newspaper is a must. ■

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