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Our 15th Year

Grassroots

Fundraising

Journal

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Journal**

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and Equity**

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Ways for Board
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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 print-outs, please). Please do not submit material typed in all capital letters.

Articles will be considered for publication during the nine months following submission. When an article is accepted, you will be notified in which issue of the Journal it will appear. The Journal provides three copies of published material to the author and pays \$75 per article after publication.

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State of the Journal

Welcome to Volume Fifteen, Number One!

by Kim Klein

It is hard to believe that it has been 14 years since Lisa Honig and I brought out Volume One, Number One of the *Journal*. After months of planning, we had meant to bring it out in January, but then, as so often, we got behind. Our 150 charter subscriptions had provided enough money to print the *Journal*. Lisa and I each put up \$300 for design, typeset, and mailing and we were off. After about seven years, Lisa left the *Journal* to become a lawyer.

The mission of the *Journal* — now, as then — is rooted in the belief that grassroots organizations can be financially stable, grow and be independent of the strings of any one funding source if they apply basic fundraising principles and if they have access to easy-to-understand fundraising information. I believe that most things are simpler than we think or that so-called “experts” would like us to think. I don’t know if I am absolutely right on this point when it comes to astrophysics or brain surgery, but I know I am right when it comes to fundraising. This magazine, my book, *Fundraising for Social Change*, my video training seminars, my consulting and training work have all been about dispelling the myth that fundraising is difficult to learn or that it requires a certain level of education or class in order to be good at it.

Supporting the Work of Fundraising

Fundraising takes a lot of work, and it requires organization and persistence. It is probably not a good career choice for the fainthearted or the easily discouraged, but all it takes to be a good fundraiser is common sense, a basic affection for yourself and other people, and a strong commitment to a cause. A corollary to the belief that fundraising is simpler than one might think is that fundraising is real work and is as much the work of social justice as are organizing, litigating, counseling, advocating and all the rest of the work we do.

Grassroots organizations often approach fundraising with a mixture of fear and revulsion, acting as if fundraising is some kind of necessary evil that allows the truly important work of organizing to happen. At the *Journal* and in all my work, I have tried to make clear that one doesn’t do fundraising in order to get the money to do the work; fundraising is

part of the work that we do. We give people a chance to be involved with our work and to be part owners of it with their gift. Fundraising is organizing, and there is no good fundraising without organizing. Today, there are many books, videos, magazines and workshops on fundraising, so access to information is not as critical a factor as it was when we started. However, valuing fundraising as critical work that all staff and board should be aware of and involved in is a point we need to keep making. Not nearly enough progress has been made in this area.

Fifteen years ago, the United States was in a depressingly similar state as it is now. Ronald Reagan had been President for more than a year and massive cutbacks at the federal level were already underway. Tax cuts for those in the top bracket favored the wealthy and corporate tax cuts continued the momentum of shifting the burden of taxation away from corporations and onto lower-income individuals. (This pattern has persisted; during the Eisenhower administration of the late fifties, corporations contributed 67 cents to each tax dollar raised; today their share is a mere 17 cents.) Blaming welfare recipients for their plight was becoming common in the '80s and women wanting the right to control their bodies were blamed for the moral decay the country was supposedly experiencing. Shelters for battered women were continually accused of aiding the break-up of the family, and the backlash against the disenfranchised that is so much a part of our current lives was getting underway.

Two Great Differences

Strictly from a fundraising viewpoint, there are two great differences between 1982 when we started the *Journal* and now. One is the incredible increase in the cost of doing business, fueled in great part by the technology that nonprofits now cannot live without, but then did not exist. In 1982, many organizations I worked with had budgets of \$100,000 which allowed them to employ several staff, run an office, publish a newsletter and run a few programs. If the groups were really upscale, they had a photocopy machine and touch-tone phones. Answering machines were just becoming

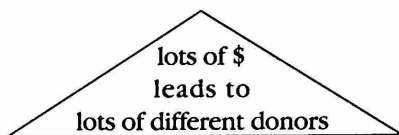


Fundraising and Equity: *The Importance of Coffee Cans*

by Judy Levine

Over the past decade American government has been redefining its social contract with its citizens. Nonprofits are being asked to shoulder the burden of ensuring that Americans are well cared for and have the opportunity to build a decent life. As the devolution in responsibility has progressed, more and more nonprofits are realizing that depending on the largess of government, foundations and corporations is risky, at best. The notion of diversifying one's base of support has become a nonprofit mantra.

Maintaining a diverse base of support can be likened to a pyramid — the more sources an organization has for funds, the higher a group's money supply can grow.



Cultivating a diverse donor base leaves an organization less vulnerable to swings in the funding environment (what's "hot" can change at any moment), and it gives an organization the ability to use different types of funding for different purposes. For example, government grants might fund direct services but not special projects, foundations may help start new programs but not continue with old ones, corporations are more likely to donate to programs with a public face, and individual gifts — unlike those from other funders — can often be used for general support.

But while it's universally accepted that funding diversity means a mixture of foundation, corporate, government and individual support (along with some earned income), maintaining a diverse base of individual donors is, in fact, a deeper

concept with more profound meaning. Within the category of individual support, striving toward a diverse donor base involves creating a wide circle of ownership, cultivating rich

*Seeing coffee cans everywhere
reinforces a sense of public
responsibility for the
organization's well-being.*

and poor as equally important, retaining constituent equity in the organization, and remaining true to the populist underpinnings at the heart of the grassroots.

A Split Agenda

It's tempting to focus exclusively on finding \$1,000 contributions (or \$500, or \$100 — whatever the organization's major donor level). For the same amount of work as a \$25 or \$10 gift, the thinking goes, an organization can get ten times the amount of support and spare its board or executive director's time. That same type of reasoning can even lead groups with access to large foundation and government grants to shun individual solicitation altogether.

Unfortunately, this funding dependence will eventually result in a split between the organization's financial supporters and its beneficiaries. Foundations, corporations, government, large donors — all have agendas as surely as an organization's clients/constituents do. When an organiza-

smoke, so it was possible, but it wasn't happening for her. So she decided to accept her desire to smoke and to decide not to smoke even though she wanted to. She says, "I have one less hassle—I don't hassle myself about why I want to smoke." That is my advice to some people: "Don't hassle yourself to get over your anxiety about asking for money. Just do it anyway."

What's Ahead?

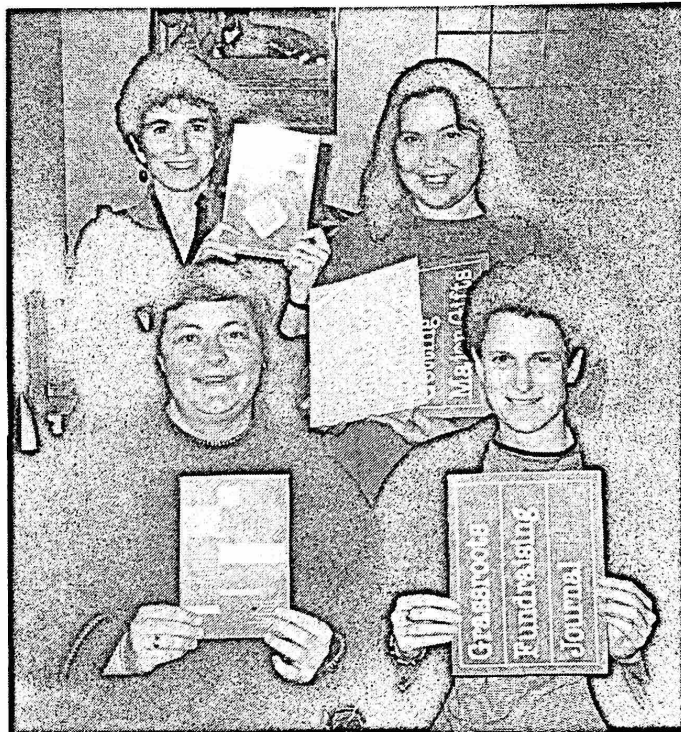
What is ahead for the *Journal*? As readers who commit every article to memory will recall, the *Journal* has merged with Chardon Press, which is the publisher of my book and several other books. Stephanie Roth, associate publisher of the *Journal*, is a full partner in this venture. We have added a half-time staff person, Rosi Reyes, and we are embarking on a major promotional effort for the *Journal*. Our goal is to have 5,000 subscribers. We are not interested in being an enormous publication because much of what makes the *Journal* popular is that we are accessible and can respond quickly to readers. On the other hand, we have to get bigger in order to be financially viable.

We are publishing a new book this April, *Grassroots Grants*, by Andy Robinson, I have just completed a new series of training video tapes (see ad in this issue) and we are preparing to do a new *Journal* reprint, this one on special events. We are also exploring translating and publishing our best articles in Spanish. Parts of my book and the *Journal* have been translated into Indonesian, Czechoslovakian, Hungarian and Malaysian, and more translations are planned.

Recently we sent *Journal* subscribers a survey asking for specific input into the *Journal's* content and format. We want to know who you are and what you want us to be. Thanks to everyone who has responded. For those of you who haven't—it is not too late. Please take a few moments and fill it out. You can fax it to us at 510-649-7913.

Thank You

Finally, I want to thank a few people who have been instrumental in getting the *Journal* written, edited, designed, printed and out the door every other month for all or part of the last fourteen years. Lisa Honig who was my partner before going off to pursue a career in law was critical to the *Journal's* success for the first seven years. Nancy Adess has been the editor and production manager for as long as I can remember. I couldn't run my business without her. She turns rough manuscripts into easy-to-follow, helpful articles, she manages the design process and keeps us all on schedule. Bob Cooney has been designing the *Journal* for the last six years. He is reliable, creative, and thorough. He actually reads the articles and has been known to catch typographical and even math errors while designing it. He follows Michael Cox, who designed the *Journal's* cover and page template with an American Typewriter look. Inkworks Press has been our



Chardon Press staff display some of the Press's publications. Seated, Kim Klein (left) and Stephanie Roth; standing, Nancy Adess (left) and Rosi Reyes.

printer for much of the history of the *Journal*, and helped us move to recycled paper and now soy ink.

Leanne Bynum was my first assistant and set a standard that has been hard for anyone else to live up to. Robin Ferguson, who managed the business end of the *Journal* when Stephanie and I traveled for a year, keeping it not only going but growing, as well as taking care of our cats, deserves a special place in *Journal* history. Recently Susan Shub and Yoko Yoshikawa have kept our finances in order, Shelly Wald and Lynn Michau provided critical administrative support this last year, and Rick Aguirre set up our new data base (have you noticed those spiffy new renewal notices?). Marketing and fundraising consultant Maryann Osmond is working with us on our promotional push.

I reserve special thanks for Stephanie Roth. Stephanie is everyone else that the *Journal* would have if we had more money: general manager, occasional contributor, chief administrator, negotiator, supervisor of all other staff and main energy and planner behind our promotional effort. She has held the *Journal* together for the past three years. She does all this from our international headquarters, which is a 300-square-foot converted garage behind our house in Berkeley, California. She is helped in her work by our three cats, Myles, Nosey and Jack.

I am a very fortunate person to know all these people and to have the life that I do. I look forward to publishing Volume Thirty, Number One and to all that will happen in between. ■

be reminded — by people they see as just like them — that their contributions matter too. Once people give even a small amount, they feel a sense of ownership in the agency. This can carry over to a sense of pride on the part of the people served by the agency — pride that they are capable of supporting the agency that is working toward changes in their lives.

In constituencies such as recent immigrant communities without a tradition of giving to nonprofits, soliciting grassroots donations can be especially useful in building a sense of equity in the organization and the larger society it's part of.

I Didn't Realize You Needed My Help...

*I thought the government was paying for this
I thought other people would do it
I thought it didn't cost anything
(isn't free speech free?)
I thought you'd keep going
I didn't think...*

I'm Glad You Asked.

There are no societies on earth in which people don't take care of each other — but it's often done on an individual scale rather than through nonprofit entities. For example, it's common in immigrant communities to collect money to send a body back to the country of origin after death. People give whatever they can out of a sense of collective responsibility and the knowledge that this will be done for them. Nonprofits working in such communities need to tap into the set of collective values, whether a strong concern for children, the elderly or other cultural traditions, and explain that in this country, we manifest these values through nonprofit associations that need their assistance to keep on helping their community.

Extra Benefits

Maintaining a widespread fundraising focus will also pay back when going to individual donors for larger gifts, because they'll have already gotten the message that you need their support. Plus, they'll know that everyone is being asked to do their share and that they're not being singled out solely because they have the means to make a larger contribution.

The Moral Significance of Populist Fundraising

True grassroots fundraising leads groups away from putting any one donor on a pedestal. When all people

involved with a cause give money to the best of their abilities, then all can contribute energy and opinions that will be equally valued as well.

If a group is overvaluing \$100 contributions and scoffing at the \$5 offering, what does that say about its values and the world it's working toward? Maintaining a populist base is more than just economics — it's a moral principle. Populist fundraising keeps organizations honest. When a group is as dependent on — and answerable to — the \$10 donor as to the \$1,000 contributor, true equity in decision-making and governance can occur.

After all, we're here to create social change and a more just society — which starts at home. Just as all of our labor is needed to bring that about, all of our resources need to be pooled to make that happen. ■

Judy Levine is a New York City-based organizational development and fundraising specialist.

Announcement

Free Guide on Native American Issues Available to Grantmakers

According to research by the group Native Americans in Philanthropy, only 1/16 of 1 percent of philanthropic dollars support Native American initiatives. "Indian Giver, News on Native American Grantmaking," a new quarterly by First Nations Development Institute, hopes that its publication will improve this disturbing statistic. "Indian Giver" offers foundations a look at who is funding and what kinds of projects are being supported in Native America nationwide by philanthropic dollars. "Indian Giver is a guidepost for funders who aren't familiar with what is taking place in Native America," says First Nations' president Rebecca Adamson.

First Nations is a 15-year-old Native American nonprofit organization providing grants and technical assistance to tribes, Native American community groups and individuals. A grantseeker and grantmaker, First Nations supports Native American grassroots economic development initiatives throughout the continental U.S., Alaska and Hawaii via its Eagle Staff Fund. To date, it has regranted more than \$1.5 million to education, health, youth, housing and construction, natural resource management, tourism and sustainable agriculture projects. It also manages a loan capitalization fund, holds an annual national conference and regional workshops on organizational management, banking and finance, and economic development.

To receive a free subscription to "Indian Giver," write to First Nations Development Institute, 11917 Main Street, Fredericksburg, VA 22408, or call (540) 371-5615. ■

tion's funding comes from one group of people while its work pertains to another group of people, a divided sense of accountability will invariably ensue at some point down the road. Ultimately, the question will arise: "Whose agenda is the organization following?"

Organizations need to be as responsible to their constituency for their financial survival as they are to the outside world.

Creating a Widespread Fundraising Awareness

But populist fundraising is more work for less money, the complaint goes — or is it? If a group incorporates fundraising into everything it does, rather than segregating it as an isolated activity, soliciting low-level donations does not have to be onerous. While creating separate fundraising drives and events (such as \$10 dance parties) targeted to smaller donors can be a useful option, it's not the only way to raise smaller dollars.

An organization needs to ask everyone for money on all occasions. Some possibilities: putting fundraising appeals into newsletters and programs, giving a pitch at events, passing the hat at meetings, mentioning the organization's needs during speeches, and setting up coffee cans at literature tables. Most program-oriented events can benefit from having a fundraising component tacked on as long as it doesn't overwhelm the programmatic focus. In fact, program events are an ideal opportunity to ask for funds: people are experiencing a group's work and are likely to help support what they're engaged in — if asked.

Creating a compelling case that clearly states *why* the organization needs money now, will help people who don't ordinarily think of themselves as donors to understand the need for their dollars. This case should center on what the group will be able to accomplish with these funds and why that's important (such as cleaning up a toxic dump, holding officials accountable), rather than which items the group will spend the money on (such as postage, phone bills, etc.). Putting this case (which should be a paragraph or two) on every piece of organizational literature, and steeping board members and other volunteer solicitors in it, will help people who aren't ordinarily askers to feel more comfortable requesting donations.

When a group's fundraising requests are ubiquitous, an awareness is created in which everyone knows you need *their* support to survive. Seeing fundraising mechanisms such as coffee cans everywhere reinforces a sense of public responsibility for the organization's well-being.

Fundraising Begets Equity

The energy generated by having a mass donor base will result in more volunteers willing to fundraise with greater enthusiasm. The feeling that the organization is their institu-

tion gives people a larger stake in what it does — and a greater incentive to raise money for it. There's nothing like digging into one's own pocket to inspire someone to go out and get their friends to join them.

The essence of all fundraising is peer-to-peer, which is just as important for low-level fundraising efforts as for major donor visits. People who think of donors as "fat cats" need to

Don't Forget the Coffee Can

The Delaware Valley Association invited the Ninth Street Playground Committee to staff a table at its annual "Celebrate The River" Festival. The Playground Committee brought leaflets which explained the neighborhood's need for a playground; copies of press coverage of their annual Cleanup Day; blank letters to local council members and state legislators asking for monetary appropriations for play equipment; a petition addressed to the head of the Parks Department for adequate maintenance allocations; and a coffee can with a sign explaining the need for funds. The Committee also brought several kids who canvassed the crowd, asking folks to come to the table and read about the playground they were trying to build.

Many people took the group's literature, including a staff member in the local assemblyman's office, who promised to bring the matter up with her boss. Several merchants pledged their support (which the group reinforced through follow-up visits over the next few weeks). One elderly woman, moved by the remembrance of what the neighborhood had been like when she was growing up, sent them a "surprise" \$500 check. Another person promised to find out if the place he worked would match his contribution — and when it turned out it would, he sent in a \$100 check. The group also got several \$1, \$5 and even \$20 bills that day.

The total take for the coffee can: \$137 in direct contributions, \$950 in checks after the fact (including the merchants); donated plants, cleaning equipment, and the use of a high school student (on the payroll of a local manufacturing firm) to clean the park three times a week; and \$35,000 in state funds for new equipment through the assemblyman's office.

By making it clear to everyone at the fair that the group needed resources, the Ninth Street Playground Committee was able to appeal not only to the people attending the fair but — through them — to the people that they knew. By reaching out, the Playground Committee was able to ask the right people for what it needed — and get it!

Grassroots Fundraising Journal Index

The Index lists all articles published in the *Journal* from Vol. 6, (1987) through Vol. 14, (1995). Volumes 1-5 are out of print. However, the most popular articles from these issues have been collected in the two Reprint Collections: *Getting Major Gifts* and *Board of Directors*. See Order Form.

Articles are listed chronologically within topic headings. Book review titles are in *italics*.

For a complete index of the *Journal*, including Volumes 1-5, write:

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AIDS

AIDS Funding: A Guide to Giving by Foundations and Charitable Organizations, by C. Edward Murphy, ed. Vol.10:5, 1991.

AIDS Fundraising in the 90s, by Michael Seltzer, ed. Vol.10:5, 1991.

Alternative Funds

See also **Federated Fundraising**

"The Alternative Fund Movement: Gaining a Foothold in America's Workplace," by Peggy Mathews. Vol.8:1, 1989.

"Community Shares: Case Study of a Small Social Action Alternative Fund in the South," by Peggy Mathews. Vol.8:2, 1989.

"Alternative Fund Movement Challenges United Way Domination of Charity Drives," by the National Committee for Responsive Philanthropy. Vol.8:6, 1989.

"Hope Despite the Times," by June Makela. Vol.9:2, 1990.

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"Creating an Annual Report," by Kim Klein. Vol.13:4, 1994.

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United Arts Fundraising in the 1990s, by James L. Shanahan. Vol.12:6, 1993.

Shaking the Money Tree: How to Get Grants and Donations for Film and Video, by Morrie Warshawski. Vol.13:4, 1994.

Asking for Money

See also **Major Gifts**

"Fundraising in a Small Town," by Nick Evangelista. Vol.8:5, 1989.

"The Technique of Soliciting Funds," by John D. Rockefeller, Jr. Vol.9:1, 1990.

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Nonprofit Organizations and Liability Insurance: Problems, Options and Prospects." Vol.6:3, 1987.

"A Few Words on Better Board Meetings," by Kim Klein. Vol.6:5, 1987.

"Board Members: How Hard Should They Work?" by Kim Klein. Vol.8:3, 1989.

"When Board Members Wriggle Out of Fundraising," by Kim Klein. Vol.8:6, 1989.

"Beyond Board Bashing," by G. Worth George. Vol.9:4, 1990.

"When Loyalty is Not Primary," by Kim Klein. Vol.9:6, 1990.

Policy vs. Paper Clips: Selling the Corporate Model to Your Nonprofit Board, by Eugene Fram with Vicky Brown. Vol.10:4, 1991.

"10 Action Steps for Nonprofit Board Members in Responding to the Challenges of the 1990s," by Dick Vittitow. Vol.10:6, 1991.

"28 More (and Easier) Ways for Board Members to Raise \$500," by Kim Klein. Vol.11:5, 1992.

"Do You Have an Effective Board of Directors?" by Stephanie Roth. Vol.12:3, 1993.

The Responsibilities of a Charity's Volunteer Board, by Better Business Bureau of Philadelphia. Vol.13:1, 1994.

"Recruiting Better Board Members," by Kim Klein. Vol.14:1, 1995.

"Don't Just Stand There, Say Something," by Kim Klein. Vol.14:3, 1995.

Boards from Hell, by Susan M. Scribner. Vol.14:5, 1995.

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"Financial Management 101," by Steven Post. Vol.8:2, 1989.

"How to Make Budget Cuts," by Kim Klein. Vol.10:5, 1991.

"Budgeting for Fundraising," by Kim Klein. Vol.11:6, 1992.

Capital Campaigns

You Can Run a Capital Campaign, by John William Zehring. Vol.10:4, 1991.

Directory of Building and Equipment Grants (Third Edition), from Research Grant Guides. Vol.13:6, 1994.

Consultants

"Free Advice for a Price: Some Thoughts on the Role of Consultants," by Kim Klein. Vol.3:1, 1984.

Corporate Giving

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"Some Straight Talk on Corporate Funding and Community Organizations," by Gary Delgado. Vol.11:5, 1992.

"Corporate Philanthropy: Getting Down to Business," by Stephen Maita. Vol.11:6, 1992.

"Seeking Corporate Support: An Intelligent Approach," by Nancy Wiltsek. Vol.12:1, 1993.

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"Penetrating the Mystique of Philanthropy," by Pablo Eisenberg. Vol.6:6, 1987.

"Confessions of a Grantsperson," by Murray L. Bob. Vol.7:1, 1988.

"The Funding Fit: Finding Foundation Funding," by Linda Golaszewski. Vol.8:5, 1989.

Grant Seekers' Guide, Jill Shellow and Nancy Stella, eds. Vol.8:6, 1989.

The Search for Security: The Access Guide to Foundations in Peace, Security and International Relations, Anne Allen, ed. Vol.9:2, 1990.

"The Zen of Grant Writing," by Bill Mengerink. Vol.9:3, 1990.

COMSEARCH Series, publications of The Foundation Center's Foundation Grant Index. Vol.10:1, 1991.

Finding Funding: A Beginner's Guide to Foundation Research, by Resist. Vol.10:1, 1991.

National Guide to Funding for Religion, by Stan Olson, ed. Vol.10:4, 1991.

Guide to Funders in Central Appalachia and the Tennessee Valley, compiled by Suzanna O'Donnell. Vol.13:2, 1994.

National Directory of Philanthropy for Native Americans. Vol.13:2, 1994.

Foundation Giving: Yearbook of Facts and Figures on Private, Corporate and Community Foundations, by Loren Renz and Steven Lawrence. Vol.13:4, 1994.

"All It Took Was Chutzpah," by Roberta Maselow. Vol.13:5, 1994.

Directory of New and Emerging Foundations (Third Edition), by The Foundation Center. Vol.13:5, 1994.

Directory of Grants for Organizations Serving People with Disabilities, from Research Grant Guides. Vol.13:6, 1994.

Funders of Lesbian, Gay and Bisexual Programs: A Directory for Grantseekers, by Working Group on Funding Lesbian and Gay Issues. Vol.14:2, 1995.

"Grants: The Pros & Cons," by Andy Robinson. Vol.14:6, 1995.

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"State of the Journal," Vol.2:6, 1983; Vol.5:1, 1986; Vol. 6, No. 4, 1987; Vol.8:1, 1989; Vol.9:1, 1990; Vol.9:3, 1990; Vol.10:1, 1991; Vol.11:1, 1992; Vol.13:1, 1994; Vol.14:1, 1995.

"News about the Journal," by Kim Klein. Vol.12:5, 1993.

"Consolidation Fever Sweeps Journal!" by Kim Klein. Vol.14:3, 1995.

Hard Times

"Holding on in Hard Times," by Kim Klein. Vol.10:2, 1991.

Editorial: "Effect of the Gulf War on Fundraising." Vol.10:2, 1991.

Hope in Hard Times, an Excellent Fundraising Tool. Vol.11:3, 1992.

"Losing Your Funding: How to Cope," by Kim Klein. Vol.13:1, 1994.

"Feeding the Homeless and Other Non-profit Fundraising in the 90s," by Terrell L. Garrett. Vol.14:3, 1995.

"Editorial: Beyond the 'Contract on America,'" by Kim Klein. Vol.14:4, 1995.

In-Kind Donations

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"Every Penny Counts," by Kim Klein. Vol.7:6, 1988.

"Feeding the Hungry: Kentucky Harvest," by Lina A. Bryant. Vol. 9:2, 1990.

International Programs

Guide to Funding for International and Foreign Programs (Second Edition), by The Foundation Center. Vol.13:6, 1994.

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"Guidelines for Lobbying: How Much is Too Much?" by the Nonprofit Coordinating Committee, Vol.9:1, 1990.

"New Video Available on IRS Lobbying Regs." Vol.11:1, 1992.

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"10 Keys To Selecting A Mailing List That Will Get Results," by Lin Gensing. Vol.11:1, 1992.

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"Keeping in Touch with Major Donors," by Kim Klein. Vol.6:5, 1987.

"Going Back to Major Donors," by Kim Klein. Vol.7:3, 1988.

"Stop Looking for Wealth," by Kim Klein. Vol.8:5, 1989.

"Profile of a Donor," by Kim Klein, appears in the following issues: Vol.8:5, 1988; Vol.9:1, 1990; Vol.10:2, 1991; Vol.10:4, 1991; Vol.11:4, 1992; Vol.11:5, 1992; Vol.12:4, 1993; Vol.12:1, 1993.

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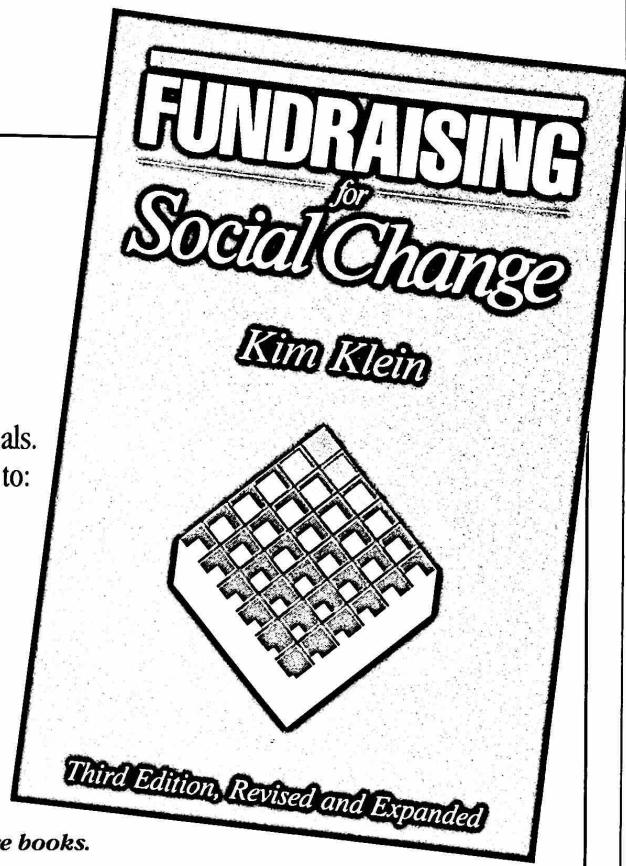
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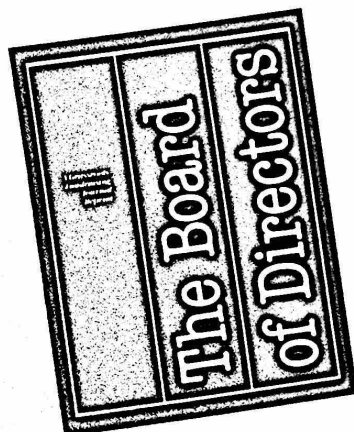
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organization and call their friends until you have reached \$500. This is particularly effective for people who are shy about asking their own friends for money, but not afraid to ask people they don't know.

7. Acquire mailing lists for your organization. If you belong to another group, perhaps you can set up an exchange, or perhaps you have access to a list of members of some other group. You can ask all your friends to give you the names of 10 to 15 people they think would like to join. You would need to recruit about 25 members at an average gift of \$15. Depending on how "hot" your list is, you might need as few as 200 names (to do a bulk mailing) or as many as 1500-3000 (if you expect a 1-2% response.) You would have to have a greater response if you wanted the mailing to pay for itself and also generate \$500.

8. Give the organization something they need that is worth \$500, such as a fax machine, filing cabinets, couch, adding machine, computer program, etc.

9. Pledge \$20 a month, and get one other person to do likewise. Then sell \$20 worth of raffle tickets.

10. Teach a seminar on a topic you know: Fundraising; Knitting; Organic Gardening; Organizing; Proposal Writing; Environmental Impact Reports; Gourmet Cooking; Dog Grooming; Starting Your Own Business. Charge \$30-50 per person, with a goal of 20-30 people. Either absorb the cost of promotion, or have enough participants to cover it.

11. Give some or a lot of things to your organization's garage sale, making sure they are worth \$500, and then help to sell it all.

12. With 4 or 5 friends, have a spaghetti dinner at a church or union hall or other big room with a large kitchen. Charge \$10 per person and feed more than 50 people. You can charge extra for wine or garlic bread, or for dessert.

13. Have a fancy dinner at your home or a regular dinner at someone's fancy home. Serve unusual or gourmet food, or have special entertainment. Charge \$25 or more per person, and have 20 or more guests.

14. Get three friends to help you have a progressive dinner. Start at one person's home for cocktails and hors d'oeuvres, progress to the next person's house for soup or salad, the next person's for the main course, and the last person for dessert. Either charge by course, or for the whole package. To make it extra special (and much more expensive), get a limousine for the evening that carries guests from house to house.

15. Host a wine and cheese party. Do not charge admission and invite as many people as you can. During the party, give a short talk about your organization, and ask everyone to consider a gift of \$25, \$50, \$100 or more (depending on the crowd). Either pass out envelopes and ask people to give then, or after the party contact everyone individually who came and ask for a major gift. Indicate that you have given, and if appropriate, how much you have given.

16. Get your gambling friends together. Charge a \$5 entrance fee, and have a poker evening, asking that every

"pot" be split with the organization. Individuals win and so does the organization. You can charge extra for refreshments, or include one or two glasses of something with the price of admission. (Watch the laws in your community on this one. In some communities it is illegal to gamble, even in your own home.)

17. Do one fundraising event every other month that nets at least \$75. This might look like:

Poker Party	\$100
Fancy dinner (8 people x \$25)	\$200
Sell 50 raffle tickets @\$1	\$ 50
Book sale	\$ 50
Recycle newspapers	\$100

18. Solicit small businesses, churches, synagogues, or service clubs for \$500. If you are active in a church, or own your own business and are involved in business organizations or service clubs, this can be very effective. You can often raise \$200-\$500 with a simple proposal and oral presentation.

19. Take a part-time job in addition to your present work, and give everything you earn up to \$500.

20. Ask 5-10 people to save all their change for 3-5 months. You save yours. Count it at the end of the prescribed time and use one of the other methods to raise the rest. (You may not need to.)

21. Ask 2-5 friends to help with a bake sale, book sale, or garage sale. You and your friends bake the goodies, or get the books or the other stuff required for the sale, staff it, and help clean up afterwards. This is an excellent way to get people involved in fundraising without ever actually asking them for money.

22. For the fairly rich: Give your organization \$5,000 as an interest-free loan for a year. They invest it, earn 8-10%, and at the end of the year, they give you your \$5,000 back.

23. Sell your organization's materials, buttons, T-shirts, bumper stickers, or whatever else they have for sale. Also, help distribute these to bookstores or novelty shops.

24. The Farming Out Method: Entice 5 friends to sell 100 raffle tickets each, or to raise \$100 however they like. Share this list of suggestions with them. Give them a nice dinner at the successful end of their efforts (or a bottle of good wine, or a weekend away).

25. Get a famous or popular person to do a special event. Watch the costs on this, or you may lose money.

26. Invite people to your birthday party and ask that in lieu of gifts they give money to your organization.

27. Conduct a volunteer canvass. For one evening, you and a group of friends take literature to all the neighborhoods around you and ask for money at the door. Be sure to comply with city and county ordinances.

28. Lead or get someone to lead a nature walk, an architectural tour, a historic tour, a sailing trip, a rafting trip, or a horseback ride. Charge \$15-\$25 per person, or charge \$35 and provide lunch. Advertise the event in the newspaper to draw in people from outside your organization.

55

Ways for Board Members to Raise \$500

by Kim Klein

All good fundraising plans have one thing in common: they show a diverse number of sources for their income. The board of directors plays a crucial role in the selection, implementation, and evaluation of fundraising strategies. In addition to other ways that board members may participate in fundraising, they individually commit to raising and giving a certain amount of money, or commit to working by themselves on specific strategies with no financial goal attached.

It is a good idea for board members doing fundraising on their own to write up their plans. This "contract" allows staff to know when they might be called on to help, ensures that events don't happen on the same day, or the same donors aren't solicited by several board members, and also helps to remind board members of their commitments.

In order for this method to work, the organization or the board fundraising committee should think of many specific ways board members could actually raise money by themselves. The fifty-five ways suggested below are by no means an exhaustive list, nor will they all work for every group. Few board members could use all fifty-five ways, but almost any board member should be able to use two or three of them.

All of these methods have been used by different volunteers in a wide variety of organizations. Some methods are much more popular than others. Some depend on access to certain resources.

Presenting board members with fifty-five ways that would work for your organization helps counter the excuse, "I would help but I just don't know what to do." Having each board member write out a plan, with goals and a time line, also gives them a sense that if they do their best with this plan, they will have helped significantly. Many board members feel that fundraising is never ending, and that no amount of effort is enough. "Whatever I do, I could have done more, and probably should have," they say. This feeling of inadequacy leads to high turnover, burn-out, and resentment in

boards. Specific fundraising contracts can help avoid that result.

1. Give it yourself. This is the easiest way for those who are able, although if you are able to give this much money you should be helping raise much more than \$500.

2. List all your friends who are interested in your organization, or similar organizations. Decide how much each one should give. Write to them on your own stationery, include a brochure from the organization and a return envelope. Phone those people who don't respond in two weeks. Some people will need 10 friends to give \$50, and some people need 50 friends to give \$10. Most people will need a combination such as: 2-3 @ \$50; 4-5 @ \$25; 15 @ \$10.

3. Give part of the \$500. Then ask your friends to join you in giving \$25, \$50, or whatever your gift is. This is most effective because you are not asking them to do anything you haven't done.

4. Set up a challenge campaign. Challenge gifts can be quite small. Tell people you'll give \$5 for every \$25 they give, or will match every \$10 gift up to ten gifts. For added suspense, make this challenge during a fundraising event. You or the host can announce, "We now have the Dave Buckstretch Challenge. For the next five minutes, Dave will give \$5 for every new member that joins Worthy Cause."

5. If your organization has a diverse funding base with several grassroots fundraising strategies in place, use them all:

Sell 100 raffle tickets	\$100
Give \$50	\$ 50
Bring 10 people to an event that costs \$10	\$100
Buy two gift memberships (@ \$15)	\$ 30
Get 15 friends to join (@ \$15)	\$225

6. Help with your organization's phone-a-thon. Bring the names of people you think would like to join and call until you have raised \$500. Or trade names with someone in the

your group and the plate is passed again; the proceeds go to your group.

46. A variation on the above is to organize a "second collection Sunday" and get as many churches as you can to take up a second collection for your organization. Someone from your group will need to be at each service and give a brief talk. Second collection Sundays can be very lucrative, as witnessed by the Catholic Campaign for Human Development, which collects \$8 million on one Sunday in all the participating Catholic churches in the United States.

47. If, as a child, you collected something avidly that you now store in a basement, consider selling it. Coins and stamps are particularly valuable and have usually increased in value over the years. But your collection of rocks, toy ships or rockets, arrowheads, or dolls can also be valuable. When you donate the income from the sale, you can deduct that amount from your taxes — an added bonus of this strategy, since you probably paid little or nothing for the items in the collection.

48. Have a sidewalk sale or garage sale for your whole neighborhood or building. Go around to your neighbors and tell them you will take their stuff outside and sit with it all day to sell it if they will donate half or all of the proceeds to your group. Since this is stuff people want to be rid of anyway, it is a good deal for them. In one apartment building with ten units participating in donating stuff, an organization netted \$3,000 in one day. Three people from the organization helped with the selling. With a few high-ticket items, such as a washer/dryer or some nice lamps, you can make good money.

49. If you have an artistic bent, offer to design greeting cards to specification for organizations or individuals for a fee. If you are good at calligraphy, sell your skills to schools for graduation announcements, friends for classy but low-cost wedding invitations, or just fun certificates such as "World's Greatest Dad" for Father's Day or "Outstanding Friend." Create unique Halloween costumes or masks. Donate the proceeds from your artistry.

50. Create a take-off on the "adopt-a-highway" technique by naming budget items of your group as available for adoption. You could develop a flyer that reads, "The following items have been found near death from negligence and abuse. Won't you help? \$25 per month will ensure that our computer is maintained. \$100 per month will release our photocopy machine from toiling with no toner and a dying motor. (We can lease a new one.)"

51. An idea for people who live in border towns: Get permission to place a large container in stores or even at the airports of towns near national borders. Have a sign that asks people (in several languages) to throw in any coins or paper money they have not exchanged. Many times people leaving Canada or Mexico don't have time to exchange all their money or cannot exchange their loose change. Multiply this times hundreds of shoppers or travelers and you can make a lot of money. UNICEF does this in many European airports.

52. Hold an "I'm Not Afraid" Auction. You do this with just a few friends or hundreds of people if you have enough items to auction. You survey a few people (and use your own common sense) about what things need to be done in their home or office that they are afraid of or would really rather not do. This is different from a service auction—there has to be an element of dread in the activity. For example, some people cannot wash their windows because their apartment is too high or the second story of their house is too high and they suffer from vertigo. If you are not afraid of heights, you can sell your window-washing service. This goes for drain cleaning, minor roof repairs, antenna fixing, etc. Of, if you are unafraid of cockroaches or waterbugs or spiders, you can offer to clean out that dark corner or garage or basement for a small fee. Snakes can be found in gardens and woodsheds, but maybe that doesn't bother you. The problem doesn't need to be as serious as phobia. How about allergies to dust, pollen, weeds? If you don't have them, you can mow, sweep, clean for a fee. By marketing it as an "I'm Not Afraid" Auction, you also have the option for people to name something they need done to a group of volunteers, and then have a volunteer say, "I'm not afraid to do that." In that case, you will need a set fee for service.

53. Similar to the suggestion above is the "Details Auction." This is for all your friends whose desks are overflowing with papers or who can't get their receipts in order to give to the tax preparer or who complain they can never find anything. If you are well organized, offer to clean up their desk, get their rolodex in order, file their papers, etc. If you like to shop, sell that to people who don't and do all their holiday shopping for them, or buy birthday, baby shower or niece/nephew presents for them. Anything that people feel they cannot control is the organized person's fundraising dream come true.

54. Find out which of your friends (perhaps this is true for you also) work in corporations with matching gift programs. Then ask them to donate and get their gift matched, and ask them to ask their co-workers to donate and get their gift matched.

55. Get an "affinity" credit card. (This is for really large organizations or chapters of national organizations.) A firm, such as Working Assets, sets up a credit card with your logo on it, and a small percentage of each sale goes to your group. The Nature Conservancy, the Women's Building in San Francisco, and others are using this successfully. It requires a guarantee of volume of users.

As you can see, almost all of these strategies involve asking for money and giving money yourself. These are the basic premises of fundraising — you must ask, you must give. Everything after that involves creativity, imagination and a sense of fun. I also listed two twice — give it yourself and ask someone for it. That's not because I didn't really have 55 ways — it is because those are the best, fastest and easiest ways to get money. ■

29. Start a pyramid dinner, or a chain dinner. Invite 12 people and charge \$12 each. Get two people of the twelve you invited to invite 12 people each at \$12, and two people from each of those two dinners to have 12 people at \$12, and so on. Here's the income:

Your dinner $\$12 \times 12 = \144

From your dinner $\$12 \times (12 + 12) = \288

From those dinners $\$12 \times (12 + 12 + 12 + 12) = \576

Twelve is used in this example because it worked very well for the Nuclear Freeze Campaign in California, which was Proposition 12. In many communities, most of the income for the campaign was generated by 12 x 12 dinners.

30. Collect cans for recycling. Ask all your friends to save their cans and bottles for you and turn them in to a buy-back recycling center.

31. Sell your frequent flyer miles to friends or donate them to the organization for a raffle. Watch the rules of the airline on this, but most airlines let you give away miles, and you may be able to sell your miles as long as you don't go through a mileage broker.

32. If you live in a nice house or own a getaway cottage in a beautiful place or an expensive city, rent it out for a week or a weekend two or three times during the year and give the proceeds to your organization. Or rent a room in your home for much less than the cost of a hotel room to people needing a place to stay while they are on business in a big city. You may even make a new friend in the process.

33. If you own a valuable dog and you breed it, donate the proceeds from one or two puppies. (I know some animal lovers will join me in feeling mixed about bringing more animals into the world when so many need homes; this suggestion is for people who were already planning to breed their dog. It is not intended as an incentive.)

34. Organize a service raffle. Get four people (one can be you) to donate a simple but valuable service that many people could use and sell raffle tickets for \$3-\$5 each. Keep the price a little high so you don't have to sell so many and so that the buyers have a higher chance of winning. Services can include child care for a weekend or for any weekend night two weekends in a row; one day of housecleaning; yard work; house painting (interior or exterior), etc. Sell the tickets to neighbors, work mates, and to other board members. Encourage people to buy several by offering discounts for multiple purchases, such as one for \$5, 22 for \$10, but 3 for \$13, 4 for \$17, 5 for \$20. If you are really bold or live in a more affluent area, or have few friends, sell the tickets for \$20 each. A full day of housecleaning for \$20 is a real bargain, and buyers have a high chance of winning with fewer tickets sold.

35. Offer to do something your friends and family have been nagging you to do anyway, and attach a price to it. For example, quit smoking on the condition that your friends donate to your group, or get your friends to pay a certain amount for every day you don't smoke up to 30 days. Agree to match their gifts at the end of thirty days if you didn't

smoke give them their money back if you did. (This method could be applied to other healthy behaviors, such as exercising or not eating sugar.)

36. If you belong to a church, research whether your church or others has a discretionary fund. Many churches have small pools of money available to groups through a women's fellowship or pastor's discretionary fund or various seldom-used endowments. Grants are often in the \$50-\$500 range and so go largely untouched by fundraisers. Sometimes simply writing a letter will free up this money and it tends to be renewable if someone is willing to ask the church yearly.

37. Research all the service clubs in town and see what their giving policies are. They often have formal giving guidelines for large grants of \$2,000 and up, but have smaller amounts of money available for specific small projects.

38. Find out what items your group needs and try to get them donated. This is good for people who really hate to ask for money but who don't mind asking for things that cost money. Items that one can sometimes get donated include computers, paper, office supplies, office furniture (second-hand from banks and corporations as they redecorate), typewriters, adding machines, food, even cars.

39. Ask someone to donate \$50 a month for a year. Ask four people to donate \$10 a month for a year. Ask nine people to donate \$5 a month for a year. Get the organization to send reminders to them or send the reminders yourself.

40. Find a few friends who have small savings accounts and pool them into one account. Invest the pool in a Treasury Bill or CD and when it comes due, give everyone what they would have made if they had invested only their little amount, and give the group the rest. For example, if four people invest \$2,500 each for a pool of \$10,000 in a CD that matures in a year, they may be able to earn 6% interest for a total of at least \$600 (actually more, depending on the compounding factor). If each person invests only \$2,500 for a year individually, they may not be able to earn more than 4%, for a total of \$100 each or \$400 for everyone. The \$200 difference can be given to the group while everyone gains the interest they would have made. Find more friends or invest for longer to make up the \$500.

41. Give it yourself. (This is so good I have to say it twice.)

42. Strategy with a long-deferred payoff (we hope): leave the group a bequest.

43. With similar hopes as above, get friends to include the group in their wills.

44. Ask friends who belong to service clubs, sororities, antique collecting groups, support groups, bridge clubs, etc. to discuss your organization in their group and pass the hat for donations. A once-a-year sweep of even small organizations can yield \$100 from each.

45. For the church-going: ask if your organization can be a "second collection." The church passes the plate for its own collection and then you or someone from your organization gives a brief talk (or sometimes the whole sermon) about

“What I Gave, I Have”

From an Arabic saying:

“What I gave I have; what I spent, I had; what I kept, I lost.”

by Kim Klein

If I ever have time to add up what has taken the most time in my consulting practice, I am sure I will find that a good fourth of my time has been spent trying to talk groups out of looking for people who “have” money and to look only for people who “give” money. Another eighth of my time is spent explaining over and over that giving is highly idiosyncratic, and that some of our most amazing gifts are going to come from completely unexpected sources.

Three stories illustrate these facts. Last summer, the San Jose Mercury News carried an obituary of a woman named Madelyn Beattie. She had been a childless widow living in a trailer park. She wore slacks and flannel shirts from a mail-order catalog and relied on free legal assistance to draw up her will. On her death at the age of 82, she left \$369,000 in cash and securities to the East Bay Regional Park District.

There were few, if any, clues that she would have been able to give that much, but there were clues that she was a giver. First of all, she knew the nonprofit community. She had worked for the Red Cross and she had used some of the services for seniors in her community. Second, she loved the park she left her money to, and was a well-known presence there. She drove her 1966 Karmann Ghia to the park every day to hike. The rangers knew her and many other hikers knew her. Although she was described as somewhat of a loner, people who knew her liked her very much and found her a source of great wisdom. I speculate that she felt well accepted by the people who worked in the park and those that hiked there.

A second story, which has been widely publicized, is that of an 87-year-old woman named Osceola McCarty who worked until she was 80 taking in laundry. The New York Times described her as follows: “She had quit school in the sixth grade, never married, never had children, and never learned to drive because there was never any place in particular she wanted to go. She spent almost nothing, living in her old family home, cutting the toes out of shoes if they did not fit right and binding her ragged Bible with tape to keep Corinthians from falling out.” Over the decades that she worked, her savings became, as she said, “more than I could ever use.” She decided to give it all to the University of Southern Mississippi for scholarships for black students. The total gift, given now while Ms. McCarty is still alive, is \$150,000. The college did not approach her, and in fact, she would not have even been

able to go to that college until thirty years ago because it was segregated.

The way ordinary people (and way too many fundraisers) think about who gives is illustrated by the grandmother of one of the young people benefiting from a scholarship. Ledester Hayes went to visit Ms. McCarty to thank her on behalf of her granddaughter and said afterward, “I thought she would be some little old rich lady with a fine car and a fine house and clothes. I was a seamstress myself, worked two jobs. I know what it’s like to work like she did, and she gave it away.”

The most eccentric of these three women is Anne Scheiber, who died at the age of 101, leaving a \$22 million estate to Yeshiva University in New York City. Ms. Scheiber was an auditor for the IRS, retiring in 1944 after 23 years of work. At that time, she had \$5,000 in savings; she spent the rest of her life investing in stocks. She lived in a rent-controlled apartment, almost never went out, and had only two close friends — her lawyer and her stockbroker. Her lawyer said of her, “She did nothing but study to stock market. When you add it all up, she was the most unusual person I ever knew in my life.”

Ms. Scheiber was not a graduate of Yeshiva and had never given them money before. In fact, there is no evidence that she ever gave away any money to any group during her lifetime. When she died, however, Scheiber left a handwritten note explaining her extraordinary gift, which specified that the money be used to help other women overcome the kind of job discrimination that she had endured at the IRS: Despite leading her office in scouring returns for underpayments and being one of a handful of people with a law degree, Scheiber was never promoted in her job and never earned more than \$4,000 a year.

Beattie, McCarty and Scheiber made the news because they are very unusual givers. The size of their gifts relative to what most people would perceive as their ability and their commitment to organizations whose development departments knew nothing about them, make wonderful stories. Yet all over the country, in smaller and more predictable ways (and often from more well-known donors) there is the wonderful sound of money being given away. There is a deeply generous spirit in many people and those of us who make our living in fundraising get to experience that as a key part of our work. For these people, what they give is truly a gift to themselves as well. ■

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Book Review

Foundation Giving

by Loren Renz, Steven Lawrence, and Rikard R. Treiber

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The new 1995 edition of *Foundation Giving* has been published by the Foundation Center. This reference serves the information needs of grantmakers and grantseekers by providing an authoritative source of data on foundation and corporate philanthropy in the U.S. The new edition of *Foundation Giving* concentrates on giving trends in 1993, but also shows broader historical patterns and forecasts both the short- and long-term outlooks for the field.

U.S. foundations gave more than \$11.1 billion to nonprofit organizations in this country and abroad in 1993, an increase of nearly 9% (\$900 million). Adjusted for inflation, the increase totaled a solid 5.8%, less than in 1992, yet well ahead of individual and direct corporate giving. Community foundations — which accounted for a growing 6.5% share of giving — increased their grantmaking fastest for the fourth consecutive year. Overall, community funds raised spending by 9% in inflation-adjusted dollars, compared to 7% for independent foundations. (Corporate foundation giving declined in real value.)

Foundation assets, while continuing to increase, grew at their lowest rate since 1990. U.S. foundations reported assets of more than \$189 billion in 1993, a 4% gain in real value

as compared to the 5% gain reported last year. The uneven performance of stocks and other assets held by grantmakers appeared largely responsible.

These findings are documented in the new 1995 edition of *Foundation Giving: Yearbook of Facts and Figures on Private, Corporate and Community Foundations*, a comprehensive overview of active U.S. foundations. This authoritative, up-to-date study tracks the growth of foundation assets and grants, documents the growth of new foundations, and analyzes changes in the giving priorities of the nation's grantmakers.

The consistent rise in foundation assets and grants is due in part to a marked increase in the number of grantmaking foundations. Although the mid-1980s saw the peak of foundation formation, approximately 5,000 new foundations have entered the grantmaking field since 1989. These new grantmakers boosted the number of U.S. foundations to 37,571.

Foundation Giving analyzes foundation grants by subject category, type of support, population group served, geographic area, and other giving criteria. The analysis of grants awarded in 1993 indicates key trends in the field:

Giving to education slips — Support for education dropped to less than one-quarter of grant dollars (23.8%), the lowest level reported since 1989. Within the field, nearly two-thirds of dollars went to higher and graduate education, while more than one-fourth went to elementary and secondary education.

Funding increases for second-ranked health — Foundations directed nearly 18.2% of grant dollars to health-related institutions and pro-

jects, the highest level of funding recorded since 1988.

Arts, culture and humanities benefits from year's largest grant — Arts and culture collected 14.8% of grant dollars, the largest share of funding recorded since 1987. Half of this gain resulted from a single \$72.7 million gift from the Annenberg Foundation.

Special populations targeted — Foundations targeted just over one-third of grant dollars to specific populations, among them children and youth (13.7%) and minorities (9.9%).

Giving to foreign recipients rises — Grants to foreign-based organizations and to U.S. organizations to conduct international activities accounted for nearly 11% of total dollars, a strong increase from the previous year.

These points represent only a few of the important statistical findings derived from an analysis of more than 68,000 grants of \$10,000 or more reported by 1,020 grantmakers. The grants studied represent more than 50% of all foundation grant dollars awarded in 1993.

Foundation Giving includes estimates of giving for the latest funding year, 1994, as well as a look beyond at long-term prospects for growth. Basing their predictions on a survey of more than 1,400 large and mid-size foundations, the authors also take into account economic uncertainties and the potential for further governmental regulations, the impact of increases in new gifts and bequests and prospects for a rebuilding of corporate foundation endowments. ■

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